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Preface

1. The General Assembly, in its resolution 58/269, entitled "Strengthening of the United Nations: an agenda for further change", requested the Secretary-General to prepare, on a trial basis, for submission to the General Assembly at its fifty-ninth session, a strategic framework to replace the four-year medium-term plan, which would comprise in one document:

(a) Part one: a plan outline, reflecting the longer-term objectives of the Organization;

(b) Part two: a biennial programme plan, to cover two years.

2. The General Assembly also affirmed in that resolution that the strategic framework should constitute the principal policy directive of the United Nations and should serve as the basis for programme planning, budgeting, monitoring and evaluation, in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. Pursuant to that resolution, the proposed strategic framework for the period 2006-2007 was submitted to the Assembly at its fifty-ninth session, through the Committee for Programme and Coordination at its forty-fourth session, in 2004. No decision could be reached on part one: plan outline. The Committee did not recommend approval of part one, and the Assembly, in its resolution 59/275, decided to adopt only the biennial programme plan, which was issued with a short introduction listing the priorities approved by the Assembly.[1]

3. The General Assembly, in its resolution 58/269, requested the Secretary-General to submit a report, through the Committee for Programme and Coordination, reviewing the experiences gained with the changes made in the planning and budgeting process, in order to review, with a view to taking a final decision at its sixty-second session, the format, content and duration of the strategic framework, including the necessity of maintaining part one. By its resolution 62/224, the Assembly endorsed the conclusions and recommendations of the Committee for Programme and Coordination on programme planning as contained in its report,[2] and decided, inter alia:

- To maintain the strategic framework as the principal policy directive of the United Nations, which serves as the basis for programme planning, budgeting, monitoring and evaluation, with effect from the biennium 2010-2011;
- To continue to include part one: plan outline in the strategic framework;
- To request the Secretary-General to improve the format of part one and the reflection of the longer-term objectives set out therein by, inter alia, elaborating on the priorities of the United Nations agreed to by the Member States, in accordance with resolutions 59/275 and 61/235.

4. The Secretary-General submitted to the General Assembly at its seventy-first session, through the Committee for Programme and Coordination at its fifty-sixth

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[1] *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 6* and corrigendum (A/59/6/Rev.1 and Corr.1).

[2] Ibid., *Sixty-second Session, Supplement No. 16* (A/62/16).

session,[3] the proposed plan outline[4] and biennial programme plan of the strategic framework for the period 2018-2019.[5] For its deliberations, the Committee also had before it a conference room paper prepared by the Secretariat on the review of part two: biennial programme plan by the relevant sectoral, functional and regional bodies.

5. In its resolution 71/6, entitled "Programme planning", the General Assembly, having considered the report of the Committee for Programme and Coordination on the work of its fifty-sixth session, endorsed the conclusions and recommendations contained therein with respect to the biennial programme plan for the period 2018-2019 subject to the provisions of that resolution, and decided not to take a decision on the content of part one: plan outline.

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[3] Ibid., *Seventy-first Session, Supplement No. 16* (A/71/16).

[4] A/71/6 (Part one).

[5] A/71/6 (Prog. 1, 2 and Corr.1, 3 and Corr.1-3, 4 and 5, 6 and Corr.1 and 2, 7-12, 13 and Corr.1, 14-24, 25/Rev.1, 26, 27 and Corr.1 and 28).

Priorities for the period 2018-2019

The General Assembly, in its resolution 71/6, decided that the priorities for the period 2018-2019 would be the following:

(a) Promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;

(b) Maintenance of international peace and security;

(c) Development of Africa;

(d) Promotion of human rights;

(e) Effective coordination of humanitarian assistance efforts;

(f) Promotion of justice and international law;

(g) Disarmament;

(h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations.

Programme 1

General Assembly and Economic and Social Council affairs and conference management

Overall orientation

1.1 The overall objectives of the programme are: (a) to facilitate, through the provision of procedural and technical secretariat support and authoritative advice, the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General, First, Special Political and Decolonization (Fourth), Second and Third Committees and various subsidiary organs, the Economic and Social Council and most of its subsidiary bodies, as well as special United Nations conferences; and to assist in the revitalization efforts of the Assembly and other United Nations bodies, including through the substantive servicing of the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly, and the Intergovernmental Negotiations on the question of equitable representation on and increase in the membership of the Security Council and other matters related to the Council; (b) to service the Committee on Conferences; (c) to ensure the provision of high-quality conference-servicing support to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization; and (d) to provide protocol, liaison and representational functions for the Secretary-General, host Governments and Member States.

1.2 The basic mandates for the programme are contained in the rules of procedure of the principal organs of the United Nations. Additional mandates are stipulated by resolutions of the General Assembly and the Economic and Social Council, in particular resolutions on the revitalization of the Assembly, on the strengthening of the Council, on the pattern of conferences and on multilingualism. Overall intergovernmental direction concerning the organization and servicing of meetings is given by the Assembly on the advice of the Committee on Conferences, in accordance with Assembly resolution 43/222 B. The Under-Secretary-General for General Assembly and Conference Management will continue to be responsible for all the activities of the Department and for guiding integrated global conference management involving Headquarters and the United Nations Offices at Geneva, Vienna and Nairobi, which includes the establishment of conference management policies, practices, standards and procedures, the allocation of resources under the relevant budget section and global workload and staffing management of the conference management operations in accordance with Assembly resolution 57/283 B.

1.3 The Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi are responsible for the implementation of the programme and the achievement of its objectives. Guided by Assembly resolutions 57/300, 66/233, 68/251 and 70/9, as well as the provisions relevant to conference services of the Assembly's resolutions on the revitalization of the work of the General Assembly and on multilingualism, the strategic framework under the programme seeks to make further progress in integrated global management in order to provide high-quality documents in a timely manner in all official languages, as well as high-quality conference services to Member States at all duty stations, and to achieve further synergies and full-system benefits through the integrated global management of conference-servicing operations in the four duty stations. The Department will continue to provide, in a proactive manner, the intergovernmental and expert bodies it services with technical, procedural and substantive secretariat, protocol and liaison, and conference-servicing support, so as to achieve the above-mentioned synergies and benefits.

1.4 The Department will continue to focus on advance planning for effective management of conference services, optimize workflow, align capacity with expected output and pay special attention to the end results and overall performance. Through integrated global management, its administrative and substantive policies, practices and procedures will be further standardized across all four conference-servicing duty stations. The global information technology tools, which were deployed at all duty stations, will continue to be maintained jointly to facilitate efficient and effective resource utilization and maximize the use of electronic tools and processes in conference-servicing operations. Training of staff and targeted outreach to educational institutions that train language professionals and other measures aimed at enhancement of the Department's capacity to support multilingualism will allow the Department to facilitate the transition of institutional memory and specialized expertise and the adoption of contemporary working methods that take advantage of available technologies. Continued collaboration with other international conference-servicing organizations through the International Annual Meeting on Language Arrangements, Documentation and Publications will ensure the benchmarking of its performance indicators and methods of work with best industry practices. Those efforts, subject to the provisions of the above-mentioned General Assembly resolutions, will further enhance the quality, productivity, timeliness and cost-effectiveness of the operations under the programme. Continued analysis of client feedback will be an important tool for measuring performance. The Department will continue to evaluate and implement risk management strategies so as to reduce the impact of operational crises. Centrally coordinated risk management, assessment and evaluation will facilitate informed managerial decision-making and monitoring.

1.5 Continued integration of the Department's activities in all four duty stations, with sensitivity to local specificities and the needs of local clients, including addressing the high workload in Geneva resulting primarily from the work programme of the Human Rights Council, will increase the timeliness and cost-effectiveness of the documentation services and provide better quality assurance of the translation services, including contractual services. Increased emphasis on in-house quality control of contractually translated documents and further harmonization of the quality assurance standards will be facilitated by a common computer-assisted translation and terminology platform (gText) that is also accessible to external contractors.

1.6 Efforts will continue to build a larger and more balanced pool of qualified language staff across languages and duty stations by encouraging promising candidates to apply for open positions through various means, including the language competitive examinations, the Department's Universities Outreach Programme and its internship and traineeship programmes, in compliance with United Nations standards for the recruitment of language staff. The programme will continue to emphasize the mainstreaming of gender perspectives into its subprogrammes.

A. Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs[b]

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support[a]

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved organizational aspects and correct procedural conduct of official meetings	(i) No complaints by representatives of Member States on organizational aspects or the procedural conduct of official meetings
	(ii) 100 per cent compliance with the submission deadline for reports of the intergovernmental bodies serviced by the Department for General Assembly and Conference Management, with equal treatment given to all official languages
(b) Timely and effective implementation of the programme of work by the intergovernmental bodies serviced by the Department and of the related mandates addressed for implementation by the Department	100 per cent compliance with the submission deadline for all parliamentary documentation, with equal treatment given to all official languages
(c) Timely and effective support for the implementation of the mandates addressed to the President of the General Assembly, the President of the Economic and Social Council and the presiding officers of the other bodies serviced by the Department, as well as to delegations and the wider United Nations system	100 per cent satisfaction by the chairs of the bodies serviced and by other stakeholders with the organizational, procedural and substantive support provided to them by the Department

[a] Including the General Assembly, the First, Special Political and Decolonization (Fourth), Second and Third Committees, the Peacebuilding Commission, the Economic and Social Council and the subsidiary bodies of the Assembly and the Council at Headquarters, as well as other intergovernmental bodies supported by the Department.

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[b] The activities covered by subprogramme 1 comprise only those implemented at Headquarters.

Strategy

1.7 The subprogramme is under the responsibility of the General Assembly and the Economic and Social Council Affairs Division. The strategy to achieve the objective of the subprogramme will include:

(a) Provision of the most efficient and effective substantive and conference management support to intergovernmental bodies serviced by the Department and to United Nations conferences, including their presidents/chairs and bureaux, to ensure the procedurally correct conduct of meetings and to support efforts in strengthening and revitalizing their work;

(b) Provision of substantive, analytical and historical information to clients, including information based on best practices and institutional memory, on the proceedings of the General Assembly, the Economic and Social Council and its subsidiary bodies and the Trusteeship Council, with a view to developing appropriate proposals for review by the bodies concerned;

(c) Assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of documentation and communications in all official languages;

(d) Coordination and the assignment of responsibility to the Secretariat entities for the implementation of those resolutions and decisions adopted by the intergovernmental bodies.

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective and efficient conduct of meetings	(i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies about the quality of conference services provided (ii) 100 per cent application of the integrated global management rule, where feasible, to conferences and meetings held away from Headquarters of meeting bodies (iii) Reduced gap between the number of meetings held and the number of meetings planned

	(iv) 100 per cent of "as required" meetings provided with interpretation services
	(v) Increased percentage of documents issued in accordance with the six-week rule and other mandated time frames, with equal treatment given to all official languages
(b) Enhanced process of deliberations and decision-making by regional and other major groupings of Member States	(i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) 100 per cent of meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.8 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Division, which will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures among the duty stations and strengthening the management of workload sharing;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in ongoing systematic analysis and evaluation of the cost-effectiveness of the global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Utilizing the global capacity for integrated conference services efficiently without adversely affecting the quality of services provided;

(v) Contributing to the improvement of the cost-effectiveness of the global utilization of conference-servicing resources through regular preparation and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs (meetings and documentation) of New York-based bodies and client organizations, with a view to optimizing the use of conference-servicing resources, including:

(i) Ensuring the timely issuance of high-quality documentation in all official languages to Member States through regular consultations and active dialogue with document submitters and committee secretariats;

(ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and a higher percentage of meetings of regional and other major groupings of Member States provided with interpretation services, and expanding the application of sustainable paper-smart services;

(c) Strengthening the accountability system within the Secretariat to ensure the timely submission and processing of documents and their timely issuance to Member States in all official languages, in accordance with the six-week rule and other mandated time frames;

(d) Strengthening capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload and establishing workload forecast for all processing units to facilitate their capacity planning, in order to ensure the timely issuance of mandated documentation in all official languages;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations in New York;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological tools for users in order to plan, process, monitor and manage documentation and meetings services more effectively and efficiently.

Subprogramme 3
Documentation services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Efficient and cost-effective conference servicing supporting multilingual deliberations with high-quality referencing, editing, translation, précis-writing and text-processing of parliamentary documentation and other written materials, ensuring the equal treatment of all official languages	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments about the quality of documentation services provided (ii) 100 per cent simultaneous issuance in the six official languages of all documents produced by the Documentation Division and availability in both hard copy and electronic form
(b) Improved effectiveness of the continued outreach efforts to expand the pool of freelance translation and editorial staff	(i) Expansion of the freelance staff roster in all languages and disciplines by at least 15 per cent (ii) Resorting to contractual translation where that mode of delivery yields a final product that is of comparable quality to translation done in-house (iii) Reduced imbalances across language combinations

Strategy

1.9 The subprogramme is under the responsibility of the Documentation Division. The overriding mandate is to deliver high-quality documents in a timely and cost-effective manner without affecting the quality and scope of services, as mandated by the General Assembly in relevant resolutions. Key elements of the strategy are increasing cost-effectiveness; achieving a balanced processing capacity across languages and functions; leveraging information technology tools in the continuing pursuit of enhanced efficiency and synergy in all of the Division's business processes; promoting a culture of continuous learning; and undertaking a wide range of traditional and innovative training and outreach ventures and strategies. Actions will include:

(a) Full utilization of in-house capacity for editorial, translation, precis-writing and text-processing services;

(b) Full compliance with workload standards for editing, translation, precis-writing and text-processing;

(c) Resorting to contractual processing, where that mode of delivery yields a final product of the same quality as the in-house output;

(d) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members, and appropriate and timely feedback to freelancers and contractors; and enhancement of quality control with regard to contractual translation, through evaluation and feedback to contractors and nurturing of a culture of commitment to the required standards of quality;

(e) No changes of a substantive nature made to texts of both draft and adopted resolutions agreed by Member States during the Secretariat's editing process;

(f) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(g) Shift to a fully electronic workflow and mainstreaming of global language tools across duty stations, including among external contractors;

(h) Maintenance of a comprehensive searchable archive of reference materials and of a global terminology production and management platform for the United Nations and partner international organizations, ensuring that the archive and the platform are accessible to both in-house and external language staff;

(i) Continuation of efforts to further develop the existing information technology software platform for all in-house and external language staff, including by maintaining and incrementally improving a global platform of translation support tools (gText);

(j) Expansion of the pool of language professionals on the freelance and global contractual rosters in all official languages and across all language functions;

(k) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits;

(l) Expansion of the use of remotely administered testing of potential language professionals, subject to the results of the Spanish LCE pilot scheduled for 2016;

(m) The Department will continue to work and collaborate with the Office of Information and Communications Technology to facilitate, through the use of information and communications technology, the efficient and effective deliberations of intergovernmental bodies.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services in all official languages, as mandated by the General Assembly in relevant resolutions	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments about the quality of interpretation, verbatim reporting, publishing and meetings services provided
	(ii) 100 per cent simultaneous availability of all documents produced in electronic form in the six official languages
	(iii) Increased availability of official documents in an accessible format
(b) Improved effectiveness of the continued outreach efforts to expand the pool of freelance interpretation and verbatim staff	(i) Expansion of the freelance staff roster in all languages and disciplines by at least 15 per cent
	(ii) Reduced imbalances across language combinations

Strategy

1.10 The subprogramme is under the responsibility of the Meetings and Publishing Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes and on achieving a balanced servicing capacity across languages and functions in the areas of interpretation, verbatim reporting, desktop publishing, printing, distribution and meetings services and through sustained support for training opportunities geared towards expanding and upgrading staff members' skills. This will include:

(a) Ensuring timely delivery of high-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full compliance with workload standards for interpretation, verbatim reporting, copy-editing and desktop publishing;

(c) Full utilization of in-house capacity for interpretation and verbatim reporting services;

(d) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(e) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(f) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(g) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(h) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of relevant international standards for environmentally responsible management and expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner. The Department will continue to offer paper-smart services as additional support to delegations;

(i) Expansion of the pool of language professionals on the freelance rosters in all official languages and across all language functions;

(j) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits;

(k) Exploring the use of remotely administered testing of potential language professionals, where applicable;

(l) The Department will continue to work and collaborate with the Office of Information and Communications Technology to facilitate, through the use of information and communications technology, the efficient and effective deliberations of intergovernmental bodies.

B. Conference management, Geneva[7]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective and efficient conduct of meetings	(i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies about the quality of conference services provided
	(ii) 100 per cent application of the integrated global management rule, where feasible, to conferences and meetings held away from headquarters of meeting bodies
	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) 100 per cent of "as required" meetings provided with interpretation services
	(v) Increased percentage of documents issued in accordance with the six-week rule and other mandated time frames, with equal treatment given to all official languages
(b) Enhanced process of deliberations and decision-making by regional and other major groupings of Member States	(i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) 100 per cent of meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.11 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service, which will focus on the following:

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[7] Subprogramme 1 is the responsibility solely of the Department for General Assembly and Conference Management at Headquarters.

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures among the duty stations and strengthening the management of workload sharing;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in ongoing systematic analysis and evaluation of the cost-effectiveness of the global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Contributing to the improvement of the cost-effectiveness of the global utilization of conference-servicing resources through regular preparation and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs (meetings and documentation) of Geneva-based bodies, especially the Human Rights Council, its machinery and human rights treaty bodies, and client organizations, with a view to optimizing the use of conference-servicing resources, including:

(i) Ensuring the timely issuance of high-quality documentation in all official languages to Member States through regular consultations and active dialogue with document submitters and committee secretariats;

(ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and a higher percentage of meetings of regional and other major groupings of Member States provided with interpretation services, and expanding the application of sustainable paper-smart services;

(c) Strengthening the accountability system within the Secretariat to ensure the timely submission and processing of documents and their timely issuance to Member States in all official languages, and in accordance with the six-week rule and other mandated time frames;

(d) Strengthening capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload, and establishing workload forecast for all processing units to facilitate their capacity planning, in order to ensure the timely issuance of mandated documentation in all official languages;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Geneva;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological tools for users in order to plan, process, monitor and manage documentation and meetings services more effectively and efficiently;

(h) Without prejudice to the outcome of deliberations by the General Assembly, coordinating with the Division of Administration of the United Nations Office at Geneva on space, technology and accessibility requirements for conference servicing for inclusion in the strategic heritage plan of the Office.

Subprogramme 3
Documentation services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Efficient and cost-effective conference servicing supporting multilingual deliberations and the equal treatment of all official languages	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments about the quality of documentation services provided
	(ii) 100 per cent simultaneous issuance in the six official languages of all documents produced by the Documentation Division and availability in both hard copy and electronic form

Strategy

1.12 The subprogramme is under the responsibility of the Languages Service. The overriding mandate is to deliver high-quality documents in a timely and cost-effective manner without affecting the quality and scope of services, as mandated by the General Assembly in relevant resolutions. Key elements of the strategy are increasing cost-effectiveness; achieving a balanced processing capacity across languages and functions; leveraging information technology tools in the continuing pursuit of enhanced efficiency and synergy in all of the Documentation Division's business processes; promoting a culture of continuous learning; and undertaking a wide range of traditional and innovative training and outreach ventures and strategies. Actions will include:

(a) Full utilization of in-house capacity for editorial, translation, precis-writing and text-processing services;

(b) Full compliance with workload standards for editing, translation, precis-writing and text-processing;

(c) Resorting to contractual processing, where that mode of delivery yields a final product of the same quality as the in-house output;

(d) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members, and appropriate and timely feedback to freelancers and contractors; and enhancement of quality control with regard to contractual translation, through evaluation and feedback to contractors and nurturing of a culture of commitment to the required standards of quality;

(e) No changes of a substantive nature made to texts of both draft and adopted resolutions agreed by Member States during the Secretariat's editing process;

(f) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(g) Shift to a fully electronic workflow and mainstreaming of global language tools across duty stations, including among external contractors;

(h) Maintenance of a comprehensive searchable archive of reference materials, and of a global terminology production and management platform for the United Nations and partner international organizations, ensuring that the archive and the platform are accessible to both in-house and external language staff;

(i) Continuation of efforts to further develop the existing information technology software platform for all in-house and external language staff, including by maintaining and incrementally improving a global platform of translation support tools (gText);

(j) Expansion of the pool of language professionals on the freelance and global contractual rosters in all official languages and across all language functions;

(k) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits;

(l) The Department will continue to work and collaborate with the Office of Information and Communications Technology to facilitate, through the use of information and communications technology, the efficient and effective deliberations of intergovernmental bodies.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality interpretation, publishing, printing, distribution and meetings services in all official languages, as mandated by the General Assembly in relevant resolutions	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments about the quality of interpretation, publishing and meetings services provided

		(ii) 100 per cent simultaneous availability of all documents produced in electronic form in the six official languages
		(iii) Increased availability of official documents in an accessible format

Strategy

1.13 The subprogramme is under the responsibility of the Interpretation Service and the Production and Support Service. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes and achieving a balanced servicing capacity across languages and functions in the areas of interpretation, desktop publishing, printing, distribution and meetings services. This will include:

(a) Ensuring timely delivery of high-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full compliance with workload standards for interpretation, copy-editing and desktop publishing;

(c) Full utilization of in-house capacity for interpretation services;

(d) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(e) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(f) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(g) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(h) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of relevant international standards for environmentally responsible management and expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner. The Department will continue to offer paper-smart services as additional support to delegations;

(i) Expansion of the pool of language professionals on the freelance rosters in all official languages and across all language functions;

(j) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits;

(k) Exploring the use of remotely administered testing of potential language professionals, where applicable;

(l) The Department will continue to work and collaborate with the Office of Information and Communications Technology to facilitate, through the use of information and communications technology, the efficient and effective deliberations of intergovernmental bodies.

C. Conference management, Vienna

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective and efficient conduct of meetings	(i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies about the quality of conference services provided
	(ii) 100 per cent application of the integrated global management rule, where feasible, to conferences and meetings held away from headquarters of meeting bodies
	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) 100 per cent of "as required" meetings provided with interpretation services
	(v) Increased percentage of documents issued in accordance with the six-week rule and other mandated time frames, with equal treatment given to all official languages
(b) Enhanced process of deliberations and decision-making by regional and other major groupings of Member States	(i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) 100 per cent of meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.14 Substantive responsibility for the subprogramme is assigned to the Planning, Coordination and Meetings Section, which will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures among the duty stations and strengthening the management of workload sharing;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in ongoing systematic analysis and evaluation of the cost-effectiveness of the global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Contributing to the improvement of the cost-effectiveness of the global utilization of conference-servicing resources through regular preparation and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs (meetings and documentation) of Vienna-based bodies and client organizations, with a view to optimizing the use of conference-servicing resources, including:

(i) Ensuring the timely issuance of high-quality documentation in all official languages to Member States through regular consultations and active dialogue with document submitters and committee secretariats;

(ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and a higher percentage of meetings of regional and other major groupings of Member States provided with interpretation services, and expanding the application of sustainable paper-smart services;

(c) Strengthening the accountability system within the Secretariat to ensure the timely submission and processing of documents and their timely issuance to Member States in all official languages, and in accordance with the six-week rule and other mandated time frames;

(d) Strengthening capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload, and establishing workload forecast for all processing units to facilitate their capacity planning, in order to ensure the timely issuance of mandated documentation in all official languages;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Vienna;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological tools for users in order to plan, process, monitor and manage documentation and meetings services more effectively and efficiently.

Subprogramme 3
Documentation services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Efficient and cost-effective conference servicing supporting multilingual deliberations and the equal treatment of all official languages	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments about the quality of documentation services provided
	(ii) 100 per cent simultaneous issuance in the six official languages of all documents produced by the Documentation Division and availability in both hard copy and electronic form

Strategy

1.15 The subprogramme is under the responsibility of the six Translation and Text-Processing Sections, the Editorial Control Unit and the linguistic support team under the Documents Management Unit. The overriding mandate is to deliver high-quality documents in a timely and cost-effective manner without affecting the quality and scope of services, as mandated by the General Assembly in relevant resolutions. Key elements of the strategy are increasing cost-effectiveness; achieving a balanced processing capacity across languages and functions; leveraging information technology tools in the continuing pursuit of enhanced efficiency and synergy in all of the Documentation Division's business processes; promoting a culture of continuous learning; and undertaking a wide range of traditional and innovative training and outreach ventures and strategies. Actions will include:

(a) Full utilization of in-house capacity for editorial, translation, precis-writing and text-processing services;

(b) Full compliance with workload standards for editing, translation, precis-writing and text-processing;

(c) Resorting to contractual processing, where that mode of delivery yields a final product of the same quality as the in-house output;

(d) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members, and appropriate and timely feedback to freelancers and contractors; and enhancement of quality control with regard to contractual translation, through evaluation and feedback to contractors and nurturing of a culture of commitment to the required standards of quality;

(e) No changes of a substantive nature made to texts of both draft and adopted resolutions agreed by Member States during the Secretariat's editing process;

(f) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(g) Shift to a fully electronic workflow and mainstreaming of global language tools across duty stations, including among external contractors;

(h) Maintenance of a comprehensive searchable archive of reference materials and of a global terminology production and management platform for the United Nations and partner international organizations, ensuring that the archive and the platform are accessible to both in-house and external language staff;

(i) Continuation of efforts to further develop the existing information technology software platform for all in-house and external language staff, including by maintaining and incrementally improving a global platform of translation support tools (gText);

(j) Expansion of the pool of language professionals on the freelance and global contractual rosters in all official languages and across all language functions;

(k) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits;

(l) The Department will continue to work and collaborate with the Office of Information and Communications Technology to facilitate, through the use of information and communications technology, the efficient and effective deliberations of intergovernmental bodies.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality interpretation, publishing, printing, distribution and meetings services in all official languages, as mandated by the General Assembly in relevant resolutions	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, publishing and meetings services
	(ii) 100 per cent simultaneous availability of all documents produced in electronic form in the six official languages
	(iii) Increased availability of official documents in an accessible format

Strategy

1.16 The subprogramme is under the responsibility of the Interpretation Section, the Electronic Publishing Unit and the Reproduction and Distribution Unit. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes and on achieving a balanced servicing capacity across languages and functions in the areas of interpretation, desktop publishing, printing, distribution and meetings services. This will include:

(a) Ensuring timely delivery of high-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full compliance with workload standards for interpretation, copy-editing and desktop publishing;

(c) Full utilization of in-house capacity for interpretation services;

(d) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(e) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(f) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(g) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(h) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of relevant international standards for environmentally responsible management and expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner. The Department will continue to offer paper-smart services as additional support to delegations;

(i) Expansion of the pool of language professionals on the freelance rosters in all official languages and across all language functions;

(j) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits;

(k) Exploring the use of remotely administered testing of potential language professionals, where applicable;

(l) The Department will continue to work and collaborate with the Office of Information and Communications Technology to facilitate, through the use of information and communications technology, the efficient and effective deliberations of intergovernmental bodies.

D. Conference management, Nairobi[7]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective and efficient conduct of meetings	(i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services (ii) 100 per cent application of the integrated global management rule, where feasible, to conferences and meetings held away from Headquarters of meeting bodies

	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) 100 per cent of "as required" meetings provided with interpretation services
	(v) Increased percentage of documents issued in accordance with the six-week rule and other mandated time frames, with equal treatment given to all official languages
(b) Enhanced process of deliberations and decision-making by regional and other major groupings of Member States	(i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) 100 per cent of meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.17 Substantive responsibility for the subprogramme is assigned to the Planning and Coordination Section, which will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures among the duty stations and strengthening the management of workload sharing;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in ongoing systematic analysis and evaluation of the cost-effectiveness of the global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Contributing to the improvement of the cost-effectiveness of the global utilization of conference-servicing resources through regular preparation and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs (meetings and documentation) of Nairobi-based bodies and client organizations, with a view to optimizing the use of conference-servicing resources, including:

(i) Ensuring the timely issuance of high-quality documentation in all official languages to Member States through regular consultations and active dialogue with document submitters and committee secretariats;

(ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and a higher percentage of meetings of regional and other major groupings of Member States provided with interpretation services, and expanding the application of sustainable paper-smart services;

(c) Strengthening the accountability system within the Secretariat to ensure the timely submission and processing of documents and their timely issuance to Member States in all official languages, and in accordance with the six-week rule and other mandated time frames;

(d) Strengthening capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload, and establishing workload forecast for all processing units to facilitate their capacity planning, in order to ensure the timely issuance of mandated documentation in all official languages;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Nairobi;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological tools for users in order to plan, process, monitor and manage documentation and meetings services more effectively and efficiently.

Subprogramme 3
Documentation services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Efficient and cost-effective conference servicing supporting multilingual deliberations and the equal treatment of all official languages	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments about the quality of documentation services provided (ii) 100 per cent simultaneous issuance in the six official languages of all documents produced by the Documentation Division and availability in both hard copy and electronic form

Strategy

1.18 The subprogramme is under the responsibility of the Translation and Editorial Section. The overriding mandate is to deliver high-quality documents in a timely and cost-effective manner without affecting the quality and scope of services, as mandated by the General Assembly in relevant resolutions. Key elements of the strategy are increasing cost-effectiveness; achieving a balanced processing capacity across languages and functions; leveraging information technology tools in the continuing pursuit of enhanced efficiency and synergy in all of the Documentation Division's business processes; promoting a culture of continuous learning; and undertaking a wide range of traditional and innovative training and outreach ventures and strategies. Actions will include:

(a) Full utilization of in-house capacity for editorial, translation, precis-writing and text-processing services;

(b) Full compliance with workload standards for editing, translation, precis-writing and text-processing;

(c) Resorting to contractual processing, where that mode of delivery yields a final product of the same quality as the in-house output;

(d) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members, and appropriate and timely feedback to freelancers and contractors; and enhancement of quality control with regard to contractual translation, through evaluation and feedback to contractors and nurturing of a culture of commitment to the required standards of quality;

(e) No changes of a substantive nature made to texts of both draft and adopted resolutions agreed by Member States during the Secretariat's editing process;

(f) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with regard to planning for the capacity needed to supplement established in-house capacity;

(g) Shift to a fully electronic workflow and mainstreaming of global language tools across duty stations, including among external contractors;

(h) Maintenance of a comprehensive searchable archive of reference materials and of a global terminology production and management platform for the United Nations and partner international organizations, ensuring that the archive and the platform are accessible to both in-house and external language staff;

(i) Continuation of efforts to further develop the existing information technology software platform for all in-house and external language staff, including by maintaining and incrementally improving a global platform of translation support tools (gText);

(j) Expansion of the pool of language professionals on the freelance and global contractual rosters in all official languages and across all language functions;

(k) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits;

(l) The Department will continue to work and collaborate with the Office of Information and Communications Technology to facilitate, through the use of information and communications technology, the efficient and effective deliberations of intergovernmental bodies.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality interpretation, publishing, printing, distribution and meetings services in all official languages, as mandated by the General Assembly in relevant resolutions	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, publishing and meetings services
	(ii) 100 per cent simultaneous availability of all documents produced in electronic form in the six official languages
	(iii) Increased availability of official documents in an accessible format

Strategy

1.19 The subprogramme is under the responsibility of the Interpretation and Publishing Section. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes and achieving a balanced servicing capacity across languages and functions in the areas of interpretation, desktop publishing, printing, distribution and meetings services. This will include:

(a) Ensuring timely delivery of high-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full compliance with workload standards for interpretation, copy-editing and desktop publishing;

(c) Full utilization of in-house capacity for interpretation services;

(d) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(e) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with regard to planning for capacity needed to supplement established in-house capacity;

(f) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(g) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(h) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of relevant international standards for environmentally responsible management and expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner. The Department will continue to offer paper-smart services as additional support to delegations;

(i) Expansion of the pool of language professionals on the freelance rosters in all official languages and across all language functions;

(j) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits;

(k) Exploring the use of remotely administered testing of potential language professionals, where applicable;

(l) The Department will continue to work and collaborate with the Office of Information and Communications Technology to facilitate, through the use of information and communications technology, the efficient and effective deliberations of intergovernmental bodies.

Legislative mandates

Relevant articles of the Charter of the United Nations

General Assembly resolutions

S-10/2	Final document of the tenth special session of the General Assembly
43/222 B	Status of the Committee on Conferences
52/12 A and B	Renewing the United Nations: a programme for reform
57/300	Strengthening of the United Nations: an agenda for further change
69/250	Pattern of conferences
69/262	Questions relating to the programme budget for the biennium 2014-2015

69/321	Revitalization of the work of the General Assembly
69/324	Multilingualism
70/9	Pattern of conferences
70/247	Questions relating to the proposed programme budget for the biennium 2016-2017
70/255	Progress towards an accountability system in the United Nations Secretariat

Programme 2
Political affairs

Overall orientation

2.1 The objective of programme 2 is the maintenance of international peace and security, to be achieved by assisting Member States, at their request, to resolve potentially violent disputes or conflict peacefully, in accordance with the principles of the Charter of the United Nations and the resolutions emanating from the General Assembly and the Security Council. The direction of the programme is provided in the pertinent resolutions of the Assembly and the mandates of the Council, which has the primary responsibility for the maintenance of international peace and security. To help Member States prevent armed conflict, the Department of Political Affairs deploys the tools of preventive diplomacy, peacemaking and peacebuilding, including in partnership with a range of international, regional and other organizations.

2.2 The strategy of the Department embodies the recognition that inclusive political solutions provide a sound foundation for a durable peace. The Department will continue to support Member States in their efforts towards the prevention of armed conflicts through means of diplomacy, sustaining peace and peacebuilding, including in partnership with international, regional and subregional organizations, international financial institutions, civil society organizations, women's groups, youth organizations and the private sector, taking into account national priorities and policies, in accordance with relevant mandates.

2.3 The Department will continue to provide political advice and analysis to the Secretary-General and the United Nations system; strengthen its early warning capacity, and reinforce its support to special political missions, including special envoys and regional offices, as well as peacekeeping operations, especially in the areas of mediation and elections, and to resident coordinators working in complex political situations. The Department will also focus on providing electoral assistance to Member States, work closely with the Peacebuilding Commission and the Peacebuilding Support Office on post-conflict peacebuilding and provide mediation support to the United Nations system and, as requested, to Member States and regional and other organizations. The Department will maximize the use of its network of regional offices and special political missions as one of its tools for conflict prevention and mediation.

2.4 The Department will continue to provide substantive support to policymaking organs, such as the Security Council and its subsidiary bodies, the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Committee on the Exercise of the Inalienable Rights of the Palestinian People, and will continue to implement the Global Counter-Terrorism Strategy. The Department will continue to strive to reinforce the capacity of Member States, the international community and regional organizations for preventive diplomacy, good offices and non-military measures to prevent potentially violent disputes from escalating into conflicts, as well as to resolve violent conflicts that have erupted, while fully respecting the sovereignty, territorial integrity and political independence of Member

States and the principle of non-intervention in matters that are essentially within the domestic jurisdiction of any State, as well as respecting the principle of consent, which is an essential element for the success of such efforts.

2.5 The Peacebuilding Support Office will continue to support the work of the Peacebuilding Commission, manage the Peacebuilding Fund and foster collaboration among United Nations system entities to promote the coherence of peacebuilding efforts. The Office will support the work of the Commission by preparing analytical background documents and briefing notes to facilitate its engagement and its interaction with the United Nations system and other stakeholders. The Office will also promote collaboration among United Nations system entities to ensure enhanced support for the work of the Peacebuilding Commission and to promote a coherent approach to peacebuilding through the capturing of lessons learned from the United Nations system engagement in countries emerging from conflict. The Peacebuilding Fund will contribute to consolidating peace by funding projects designed to respond to imminent threats to the peace process, build or strengthen national capacities to promote peaceful resolution of conflict, stimulate economic revitalization and re-establish essential administrative services. Women's participation and gender equality will remain a strong, cross-cutting focus of all of the work streams of the Peacebuilding Support Office.

2.6 The United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory was established by the General Assembly to serve as a record, in documentary form, of the damage caused to natural and legal persons by the construction of the Wall by Israel in the Occupied Palestinian Territory, including in and around East Jerusalem. The Register of Damage is a subsidiary organ of the General Assembly under the administrative authority of the Secretary-General.

Subprogramme 1
Prevention, management and resolution of conflicts

Objective of the Organization: To promote international peace and security through prevention, management and resolution of conflicts by peaceful means

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved capacity and capability of Member States to identify, prevent and address conflict situations	(i) 100 per cent response to all requests of Member States and regional organizations for preventive action (ii) Number of good offices efforts to address conflict situations where the United Nations was asked to assist (iii) Increased percentage of women in mediation efforts where the United Nations is involved

(b) Effective maintenance of peace processes	(i) Increased percentage of all requests of Member States and regional organizations in support of the peace process having resulted in preventing, mitigating or resolving conflict situations
	(ii) Increased number of peacebuilding projects implemented in support of efforts to prevent, manage or resolve conflicts

Strategy

2.7 Substantive responsibility for the subprogramme is vested in the regional divisions and the Policy and Mediation Division. The Department will promote a more effective and cohesive response to help prevent, mitigate, manage and resolve conflicts and to address peacebuilding challenges facing countries emerging from crisis or conflict by: (a) responding in a timely manner to conflict situations; (b) providing timely and accurate information, analysis and policy options; (c) formulating recommendations on measures that could be undertaken by the United Nations system; (d) making available and providing substantive and technical support to the Secretary-General's good offices, including through formal mediation, where appropriate; (e) providing substantive, political and technical support to the Secretary-General in the discharge of his functions and in his relationships with Member States; (f) enhancing the capacity of regional and subregional organizations; (g) providing substantive support and guidance to special political missions; (h) strengthening the Department's capacity, expertise and partnerships with other United Nations and subregional, regional and international organizations in order to address more effectively peace and security challenges, especially in non-mission settings; (i) undertaking monitoring and evaluation of the impact and the cost-effectiveness of key conflict prevention and mitigation initiatives; (j) undertaking research on peacebuilding issues and best practices; (k) developing coherent strategies for crisis prevention and post-conflict peacebuilding, linking diplomatic, security, humanitarian and development efforts by the United Nations system and other international and regional actors; (l) enhancing political and operational links with the Peacebuilding Commission, the Peacebuilding Support Office and the Peacebuilding Fund — to this end, the Department of Political Affairs will work closely with other relevant parts of the United Nations system; and (m) empowering women in peacebuilding and mediation efforts.

Subprogramme 2
Electoral assistance

Objective of the Organization: To strengthen the existing capacity of the requesting Member States to organize and conduct periodic and genuine elections that enjoy the overall public confidence and that contribute to stability and security, especially in transitional and post-conflict situations

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of Member States requesting electoral assistance to strengthen their democratic processes and develop, improve and refine their electoral institutions and processes	(i) Increased percentage of cases where electoral needs assessments and other electoral missions were undertaken in response to requests from Member States within four weeks of the approval of the mission deployment by the United Nations Focal Point for Electoral Assistance
	(ii) Increased number of experts and staff deployed to the field within the mandated time frame to conduct electoral missions, including in support of good offices efforts, or provide technical advice, in response to requests from Member States
	(iii) Increased percentage of cases where electoral assessment reports include gender-specific analysis and recommendations
(b) Strengthened system-wide coherence and consistency in the provision of United Nations electoral assistance	Increased number of United Nations system-wide electoral policies and other policy-related documents developed by the Electoral Assistance Division in coordination with other relevant United Nations entities
(c) Enhanced capacity of regional and subregional organizations in the area of elections	Increased number of electoral partnership activities with regional and subregional organizations

Strategy

2.8 Substantive responsibility for this subprogramme is vested in the Electoral Assistance Division. The Division will provide assistance in the organization and conduct of electoral processes to Member States upon their request or by mandate of the General Assembly or the Security Council. In coordination with the regional divisions, other departments, field missions and United Nations country teams, the Division will undertake electoral needs assessments and recommend strategic responses to the Focal Point for Electoral Assistance, taking into consideration national ownership, sustainability, cost-effectiveness and a gender perspective. It will develop policy on election-related issues and continue to enhance partnerships with other organizations. It will also manage the United Nations single roster of electoral experts to be used by the entire United Nations system, including the United Nations Development Programme and the United Nations Office for Project Services.

Subprogramme 3
Security Council affairs

Objective of the Organization: To enable the deliberations and effective decision-making by the Security Council and its subsidiary organs

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings	Increased degree of satisfaction expressed by members of the Security Council, as well as the wider United Nations membership, with the services provided by the Security Council Affairs Division
(b) Improved access to information relating to the work of the Security Council and its subsidiary organs	(i) Increase in the number of pages viewed of the online *Repertoire of the Practice of the Security Council*
	(ii) Increase in the number of visits to the Security Council home page
(c) Decisions of the Security Council and its subsidiary organs requiring substantive support are implemented in a timely manner by the subprogramme	(i) 100 per cent of experts recommended to the sanctions committee within two weeks of the renewal of the mandate of a sanctions regime and within six weeks of a new sanctions mandate
	(ii) Missions of the Security Council and its subsidiary organs are carried out within the time frame stipulated by the relevant organ

Strategy

2.9 Responsibility for this subprogramme is vested in the Security Council Affairs Division, which provides advice and substantive services to the Council, its subsidiary organs and the Military Staff Committee. Advice and substantive services include the timely issuance of parliamentary documentation and communications; the effective coordination of meetings; the provision of guidance to the Council, its subsidiary bodies and the wider United Nations membership in accordance with the Charter, the Council's provisional rules of procedure, Council decisions and past practice; substantive advice and support to expert monitoring groups and panels and to all relevant subsidiary organs of the Security Council; planning and organization of missions by members of the Council and Chairs of its subsidiary organs; research and analysis, including with respect to current and past practices of the Council, as well as advice regarding the design, implementation, effectiveness and impact of mandatory measures or targeted sanctions imposed by the Council; and familiarization sessions for new members of the Council on the procedures, practices and working methods of the Council and its subsidiary organs.

Subprogramme 4
Decolonization

Objective of the Organization: To promote the decolonization process in accordance with the Charter of the United Nations and relevant resolutions of the General Assembly for the 17 Non-Self-Governing Territories so as to bring about the complete eradication of colonialism

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) The Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 17 Non-Self-Governing Territories	(i) Timely submission of parliamentary documents (ii) Sustained level of support to the work of the Special Committee in facilitating communication with the administering Powers

Strategy

2.10 Responsibility for this subprogramme is vested in the Decolonization Unit, which will provide support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples, as well as to the General Assembly. The issues related to decolonization are guided by the Charter of the United Nations, as well as by the principles of the Declaration on the Granting of Independence to Colonial Countries and Peoples contained in General Assembly resolutions 1514 (XV) and 1541 (XV) and other relevant Assembly resolutions.

2.11 The Special Committee and the General Assembly will continue to examine the situation with regard to political, economic and social developments in all territories that have not yet exercised their right to self-determination or that have not been decolonized according to their specific conditions, and to seek suitable means to implement the Declaration in accordance with the Charter and relevant resolutions of the Assembly. The Committee will continue to improve cooperation with the administering Powers at all stages of the decolonization process. It will examine the views of the representatives of the Non-Self-Governing Territories; it will also organize its regional annual seminars in the Caribbean and the Pacific, as well as visiting missions to the Non-Self-Governing Territories, in accordance with the relevant General Assembly resolutions. Moreover, the Committee will continue to enlist worldwide support for decolonization and formulate proposals with respect to the issues on its agenda and report thereon to the Assembly.

2.12 In support of the above-mentioned legislative bodies, especially the Special Committee, advice and substantive assistance will be provided to the Committee, including in its deliberations on the situation in the remaining 17 Non-Self-Governing Territories at the annual sessions; during the preparation and conduct of its seminars held alternately in the Caribbean and the Pacific regions; during visiting missions; and in any other activity carried out to implement the mandated programme of work of the Committee. Assistance will also be provided in improving the Committee's cooperation with the administering Powers, maintaining contacts with the representatives of the Non-Self-Governing Territories and developing relations with the organizations and agencies of the United Nations system, in accordance with the relevant General Assembly resolutions, aimed at achieving further progress in decolonization and bringing a complete end to colonialism. Supportive actions will include closely following the developments in the Non-Self-Governing Territories, conducting research and preparing working papers, reports and analytical and briefing materials. In addition, in cooperation with the Department of Public Information, information material, including publications and audio and visual programmes related to decolonization, will be prepared and disseminated to a wide audience, with a view to increasing the awareness of the international community with regard to the decolonization issues as well as in mobilizing international support for the achievement of the complete eradication of colonialism.

Subprogramme 5
Question of Palestine

Objective of the Organization: To enable the Palestinian people to exercise their inalienable rights through a comprehensive, just and lasting settlement of the question of Palestine

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine through the work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	(i) Sustained level of dialogue, engagement and support on the part of the international community for the programme's objectives (ii) Continued involvement of civil society organizations in support of the efforts of the Committee and the United Nations towards a comprehensive, just and lasting settlement of the question of Palestine (iii) Increase in international awareness of the question of Palestine, including through an increased number of quality briefing notes, informational materials and resources provided by the Division for Palestinian Rights

Strategy

2.13 Substantive responsibility for this subprogramme is vested in the Division for Palestinian Rights. The Division provides substantive and secretariat support to the Committee on the Exercise of the Inalienable Rights of the Palestinian People, established by the General Assembly, in its deliberations and the implementation of its annual programmes of work, which focus on promoting a negotiated comprehensive, just and lasting settlement of the question of Palestine in all its aspects in accordance with international legitimacy, including the full and effective implementation of the Israeli-Palestinian agreements. Supportive action by the United Nations will continue until all aspects of the question of Palestine are resolved in a satisfactory manner in accordance with international law. Assistance will also be provided to the Committee in mobilizing international support and assistance for the Palestinian people, including capacity-building, such as an annual training programme for staff of the Government of the State of Palestine. Under the auspices of the Committee, thematic international meetings and conferences will be convened to increase awareness of the various aspects of the question of Palestine and to promote dialogue among the parties concerned, including Governments, intergovernmental organizations, entities of the United Nations system and civil society organizations, and concerted action in support of the inalienable rights of the Palestinian people. In addition, and for the same purposes, under the guidance of the Committee, informational materials and resources on the question of Palestine will be developed and updated, including publications, the United Nations website and the United Nations Information System on the Question of Palestine.

Subprogramme 6
Counter-Terrorism Implementation Task Force

Objective of the Organization: Effective response to the threat of international terrorism

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened capacity of Member States to respond effectively to the threat of international terrorism by implementing the United Nations Global Counter-Terrorism Strategy	Increase in the number of countries receiving coordinated United Nations assistance for the integrated implementation of the United Nations Global Counter-Terrorism Strategy, including the prevention of violent extremism as and when conductive to terrorism
(b) Strengthened collaboration among Member States, entities of the United Nations system, other international and regional organizations, and civil society partners to implement the United Nations Global Counter-Terrorism Strategy	Stronger engagement with Member States, United Nations entities and civil society in the implementation of the United Nations Global Counter-Terrorism Strategy

Strategy

2.14 Substantive responsibility for this subprogramme is vested in the Office of the Counter-Terrorism Implementation Task Force, which, under the leadership of the Chairman of the Counter-Terrorism Implementation Task Force and the Under-Secretary-General for Political Affairs, performs core secretariat functions to support the Task Force in ensuring overall coordination and coherence in the counter-terrorism efforts of the United Nations system. The United Nations Counter-Terrorism Centre, which was established within the Office, provides capacity-building assistance to Member States. The Office will continue to support the efforts of Member States to implement all four pillars of the United Nations Global Counter-Terrorism Strategy — addressing conditions conducive to the spread of terrorism; preventing and combating terrorism; building the capacity of States to prevent and combat terrorism and strengthening the role of the United Nations system in this regard; and ensuring respect for human rights and the rule of law as the fundamental basis of the fight against terrorism — by coordinating the efforts of United Nations system entities that offer their experience and advice to Member States. The Office will enhance partnerships with Member States, relevant regional and subregional organizations and civil society to strengthen implementation of the Strategy and enhance access to assistance, information and good practices to that end. The Office will also address issues related to the overall United Nations response to global terrorism challenges.

Subprogramme 7
Office of the United Nations Special Coordinator for the Middle East Peace Process

Objective of the Organization: To advance the Middle East peace process towards a comprehensive, just and lasting peace and improve the socioeconomic conditions of the Palestinian people

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Participants will re-engage in taking steps towards a lasting peace	(i) Increased frequency of negotiations between the parties involved in the conflict, with the support of the United Nations
	(ii) Tangible steps taken by the parties involved in the conflict, with the support of the United Nations, to improve the situation on the ground
(b) Mobilization of resources for improving the humanitarian conditions and development needs of the Palestinian people	Increase in voluntary contributions by the international community to improve the socioeconomic conditions of the Palestinian people and in support of Palestinian state-building efforts
(c) Coordinated response to the humanitarian and development needs of the Palestinian people and institutions	Increase in the number of coordinated activities carried out by the United Nations system in accordance with the integrated strategic framework, the United Nations Development Assistance Framework and the consolidated appeals process

Strategy

2.15 The Office of the United Nations Special Coordinator for the Middle East Peace Process will continue to provide good offices and other forms of diplomatic engagement in the State of Palestine, Israel and the region to promote conflict resolution and prevention, taking into account diplomatic, cultural and gender perspectives. The Office will act as a focal point for the United Nations in its efforts to encourage and engage the parties and the international community through increased planning and/or negotiations and/or consultations with a view to making progress towards a two-State solution. The Office will expand its range of interlocutors, including in the region, to include stakeholders able to provide further insight into potential resolutions of the legitimate concerns of the parties. The Special Coordinator will also continue his role as envoy of Secretary-General to the Middle East Quartet, contributing to a more active role for the Quartet, namely, in reaching out to Member States in the Arab world and in providing recommendations on the way forward for the peace process.

2.16 The Office will enhance the roles of the Resident and Humanitarian Coordinator and continue to support integration of the work of the United Nations agencies in Palestine. It will further guide the international community and United Nations agencies in the coordination, mobilization, management and allocation of development and humanitarian assistance to the Palestinian people. This response should increasingly focus on the development and reform of Palestinian institutions to ensure that they can provide direct, equitable and sustainable assistance to the Palestinian people. Such a focus requires increased coordination within the international community and tools for greater alignment with Palestinian priorities and institutions.

Subprogramme 8
Peacebuilding Support Office

Objective of the Organization: To enhance consolidation of peace in post-conflict countries

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective and efficient functioning of the Peacebuilding Commission in support of countries at risk of lapsing or relapsing into conflict	(i) Increased number of countries that benefit from the services of the Peacebuilding Commission
	(ii) Increased number of policy reforms and processes at the country level that result from the engagement with and support of the Peacebuilding Commission
	(iii) Increased number of policy discussion meetings held with the participation of key peacebuilding partners, such as regional organizations, international financial institutions, United Nations system partners and civil society, with substantive input and a direct link to the operations on the ground
	(iv) Increased percentage of recommendations of General Assembly resolution 70/262 on the review of the United Nations peacebuilding architecture and Security Council resolution 2282 (2016) on post-conflict peacebuilding implemented

(b) Effective mobilization of resources for the Peacebuilding Fund and their efficient allocation to prevent the lapse or relapse into conflict	(i) Percentage of active Peacebuilding Fund projects that are on track to deliver their outputs towards the peacebuilding results
	(ii) Annual fund-raising target of $100 million pledges to the Peacebuilding Fund is reached
	(iii) All funds raised in the previous year are allocated within the subsequent year
	(iv) Percentage of allocation of the Peacebuilding Fund to countries discussed within the Peacebuilding Commission's framework is maintained
	(v) At least 15 per cent of Peacebuilding Fund allocations are dedicated to projects whose principal objective is to address the specific needs of women, advance gender equality or empower women
(c) Enhanced effectiveness of the United Nations support to national peacebuilding efforts, including support to women's participation and gender equality	Increased number of additional policies and guidance notes on peacebuilding approved by the Senior Peacebuilding Group, the Policy Committee or the United Nations Development Group

Strategy

2.17 The United Nations peacebuilding architecture, consisting of the Peacebuilding Commission, the Peacebuilding Fund and the Peacebuilding Support Office, was established by concurrent resolutions of the General Assembly (resolution 60/180) and the Security Council (resolutions 1645 (2005) and 1646 (2005)). The Peacebuilding Support Office supports the work of the Peacebuilding Commission in all its substantive aspects, oversees the operations of the Peacebuilding Fund and provides a platform to strengthen collaboration among United Nations system entities and facilitate United Nations coherence in sustaining peace.

2.18 The key task of the Peacebuilding Commission, as an intergovernmental body based in New York, is to bring to bear the collective weight of Member States, including political stakeholders, donors, troop contributors, the United Nations system, international financial institutions and other stakeholders, and, importantly, the subject countries themselves, in efforts to promote an integrated and strategic approach to sustain peace and marshal political support and resources to enhance the coherence of international engagement in support of countries at risk of lapsing or relapsing into conflict.

2.19 The Office will continue to support the work of the Peacebuilding Commission with analytical background documents and briefing notes that facilitate its engagement, by drafting notes or reports on the Commission's meetings and by facilitating the interaction between the Commission and the United Nations system and other stakeholders.

2.20 The Office will support the Commission in implementing the new mandate established by General Assembly resolution 70/262 and Security Council resolution 2282 (2016), emanating from the 2015 review of the United Nations peacebuilding architecture. In particular, the Office will support the Commission in diversifying its working methods in order to consider a broader range of countries and cross-cutting issues.

2.21 The Office will continue to promote collaboration among relevant entities of the United Nations system to maximize the United Nations support for the work of the Peacebuilding Commission and to promote a coherent and more effective approach to peacebuilding by capturing lessons learned and good practices from the United Nations system engagement in vulnerable and conflict-affected countries. The Office's function of supporting the Commission will therefore extend to ensuring a more coherent approach of the United Nations in countries that receive advice from the Commission.

2.22 As part of its effort to promote a coherent approach of the United Nations to peacebuilding and to strengthen synergy with other entities of the United Nations system, the Office convenes the Senior Peacebuilding Group, which brings together representatives of relevant departments, funds and programmes at the level of Assistant Secretary-General and the Peacebuilding Contact Group at the working level to discuss substantive peacebuilding issues, including reviewing proposals from the field for the Peacebuilding Fund. The Office also co-chairs the United Nations Working Group on Transitions and participates in various interdepartmental committees, as well as the committees convened by the Secretary-General, such as the Policy Committee, to ensure the involvement of the operational arms of the United Nations.

2.23 The Peacebuilding Fund contributes to sustaining peace by funding projects and programmes designed to respond to threats to peace, build or strengthen national capacities to promote peaceful resolution of conflict, stimulate economic revitalization and re-establish essential administrative services. The Office will provide support for conflict analyses and closely follow the design, implementation and evaluation of strategic peacebuilding initiatives. The Office will ensure that the relevant entities of the United Nations system participate in the review of proposals and ongoing monitoring of Fund-supported initiatives to improve system-wide coherence and promote capacity for peacebuilding.

Subprogramme 9
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

Objective of the Organization: To establish and maintain a Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory in accordance with General Assembly resolution ES-10/17

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Progressive registration of damage claim forms	(i) Additional number of damage claim forms collected
	(ii) Additional number of damage claim forms processed by the Office of the United Nations Register of Damage
	(iii) Additional number of damage claim forms reviewed and registered by the Board of the Register out of those processed by the Office of the Register
(b) Increased public awareness of the affected Palestinian natural and legal persons about the possibility of and the requirements for filing claim forms	Additional number of affected natural and legal persons informed about the possibility of and the requirements for filing a damage claim form

Strategy

2.24 The Office of the United Nations Register of Damage will remain active for the duration of the registration process. The establishment of the Register is a continuous process, which will take several years, given the continued construction of the Wall, which may result in new damage claims. The Register of Damage will include paper and electronic versions of the claims, which will be safeguarded at the Office of the Register of Damage. By the end of the biennium 2016-2017, it is expected that the majority of the claims will have been collected and that the Office will focus its resources on the processing of claims collected in the current and previous bienniums. In addition, the Office will continue to inform the Palestinian public, as well as institutions, including relevant municipalities, and the Palestinian Authority, about the possibility of and the requirements for filing claim forms. It will continue to provide technical assistance for filing claims, through a team of locally recruited claim takers trained by the Office of the Register, for the duration of the construction and the existence of the Wall, in accordance with General Assembly resolution ES-10/17. The Office will be responsible for maintaining the archive of the Register.

Subprogramme 10
United Nations Office to the African Union

Objective of the Organization: To enhance the United Nations strategic partnership with the African Union to jointly address challenges in the areas of peace and security in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved reporting to the Security Council, the General Assembly and other intergovernmental bodies to enable informed decisions on the strategic partnership between the United Nations and the African Union in all stages of the conflict cycle	(i) Sustained interactions between consultative mechanisms of the United Nations and the African Union in peace and security, including the United Nations-African Union Joint Task Force on Peace and Security and the "desk-to-desk meetings"
	(ii) Successful implementation of agreed targets under the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security
	(iii) The civilian, military and police components of the African Standby Force and its five regional brigades are fully operational in support of African-led peace support operations
(b) Enhanced conflict mitigation in southern and eastern Africa, in coordination with the African Union and subregional organizations	Missions in response to requests for good offices support from the initiatives in all regions in southern and eastern Africa regions are carried out in a timely manner

Strategy

2.25 The main objective of the United Nations Office to the African Union is to further develop and implement the strategic partnership between the United Nations and the African Union in the area of peace and security. The partnership is based on continuous engagement between the United Nations, the African Union and the regional commissions/regional mechanisms at all stages of the conflict cycle. The Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security translates this cooperation into the following four areas: conflict prevention and mediation, responding to conflict, addressing root causes and continuous review and enhancement of the partnership with the African Union. The Office will work with the African Union Commission on the implementation of the Joint Framework in line with Security Council resolutions 2167 (2014) and 2033 (2012) and General Assembly resolution 67/302.

2.26 The Office works closely with United Nations Headquarters, peacekeeping operations and special political missions in Africa and, in so doing, enhances United Nations peace and security relations with the African Union. Furthermore, it provides support to United Nations good offices initiatives in eastern Africa, in coordination with the African Union and the respective subregional organizations.

2.27 In addition, the Office seeks to consolidate the partnership with the African Union in the planning and management of peace operations and the development of institutional capacities to prevent, manage and resolve conflict. In this regard, the Office coordinates its work with other United Nations actors, including by chairing the peace and security cluster of United Nations offices, funds and programmes working with the African Union. The Office also participates in donor and partner coordination mechanisms in Addis Ababa.

Legislative mandates

Subprogramme 1
Prevention, management and resolution of conflicts

Charter of the United Nations, in particular Article 99

General Assembly resolutions

47/120 A	An Agenda for Peace: preventive diplomacy and related matters
47/120 B	An Agenda for Peace
52/12 A and B	Renewing the United Nations: a programme for reform
57/5	Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion
57/26	Prevention and peaceful settlement of disputes
57/157	Cooperation between the United Nations and the Organization of American States
57/296	Causes of conflict and the promotion of durable peace and sustainable development in Africa
57/298	Cooperation between the United Nations and the Organization for Security and Cooperation in Europe
59/310	Cooperation between the United Nations and the Economic Community of Central African States
60/4	Global Agenda for Dialogue among Civilizations
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/51	Cooperation between the United Nations and the Southern African Development Community

61/230	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and promotion of durable peace and sustainable development in Africa
61/269	High-level Dialogue on Interreligious and Intercultural Understanding and Cooperation for Peace
61/293	Prevention of armed conflict
61/294	Zone of peace and cooperation of the South Atlantic
63/10	Cooperation between the United Nations and the Asian-African Legal Consultative Organization
63/15	Cooperation between the United Nations and the Eurasian Economic Community
63/19	The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development
63/22	Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace
63/23	Promoting development through the reduction and prevention of armed violence
63/24	Cooperation between the United Nations and the Inter-Parliamentary Union
63/86	Strengthening of security and cooperation in the Mediterranean region
63/261	Strengthening the Department of Political Affairs
63/267	New Partnership for Africa's Development: progress in implementation and international support
63/308	The responsibility to protect
63/310	Cooperation between the United Nations and the African Union
64/7	International Commission against Impunity in Guatemala
64/10	Follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict
64/12	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
64/14	The Alliance of Civilizations
64/118	Measures to eliminate international terrorism

64/123	Observer status for the International Conference on the Great Lakes Region of Africa in the General Assembly
64/124	Observer status for the Parliamentary Assembly of the Mediterranean in the General Assembly
64/134	Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding
64/254	Second follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict
66/253 A and B	The situation in the Syrian Arab Republic
67/19	Status of Palestine in the United Nations
68/15	Peaceful settlement of the question of Palestine
68/16	Jerusalem
68/79	Palestine refugees' properties and their revenues
68/127	A world against violence and violent extremism
68/182	Situation of Human Rights in the Syrian Arab Republic
69/1	Measures to contain and combat the recent Ebola outbreak in West Africa
69/3	United Nations Mission for Ebola Emergency Response
69/8	Cooperation between the United Nations and the Central European Initiative
69/9	Cooperation between the United Nations and the League of Arab States
69/10	Cooperation between the United Nations and the Commonwealth of Independent States
69/11	Cooperation between the United Nations and the Shanghai Cooperation Organization
69/12	Cooperation between the United Nations and the Collective Security Treaty Organization
69/13	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
69/14	Cooperation between the United Nations and the Organization for the Prohibition of Chemical Weapons
69/26	African Nuclear-Weapon-Free Zone Treaty

69/74	United Nations Regional Centre for Peace and Disarmament in Africa
69/83	Cooperation between the United Nations and the Council of Europe
69/110	Cooperation between the United Nations and the Association of Southeast Asian Nations
69/111	Cooperation between the United Nations and the Economic Cooperation Organization
69/112	Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
69/265	Cooperation between the United Nations and the Caribbean Community
69/270	Cooperation between the United Nations and the International Organization of la Francophonie
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations
69/286	Status of internally displaced persons and refugees from Abkhazia, Georgia, and the Tskhinvali region/South Ossetia, Georgia
69/291	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
69/311	Cooperation between the United Nations and the Community of Portuguese-speaking Countries
69/314	Tackling illicit trafficking in wildlife
69/317	Cooperation between the United Nations and the Organization of Islamic Cooperation
69/318	Cooperation between the United Nations and the Pacific Islands Forum
69/322	Zone of peace and cooperation in the South Atlantic
70/5	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba
70/64	Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa

70/83	Assistance to Palestine refugees
70/84	Persons displaced as a result of the June 1967 and subsequent hostilities
70/85	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East
70/86	Palestine refugees' properties and their revenues
70/87	Work of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories
70/88	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and the other occupied Arab territories
70/89	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan
70/90	Israeli practices affecting the human rights of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem
70/91	The occupied Syrian Golan
70/98	Question of Western Sahara
70/108	Assistance to the Palestinian people
70/109	A world against violence and violent extremism
70/141	The right of the Palestinian people to self-determination
70/185	Unilateral economic measures as a means of political and economic coercion against developing countries
70/225	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources
70/232	Rights of indigenous peoples
70/233	Situation of human rights in Myanmar
70/252	The role of diamonds in fuelling conflict: breaking the link between the illicit transaction of rough diamonds and armed conflict as a contribution to prevention and settlement of conflicts

Security Council resolutions presidential statements and other documents

1196 (1998)	Importance of strengthening the effectiveness of arms embargoes in Africa
1197 (1998)	Support for regional and subregional initiatives on Africa and the strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace
1208 (1998)	Maintenance of the civilian and humanitarian character of refugee camps and settlements in Africa
1209 (1998)	Stemming the illicit arms flows to and in Africa
1318 (2000)	Declaration on ensuring an effective role for the Security Council in the maintenance of international peace and security, particularly in Africa
1325 (2000)	Women and peace and security
1366 (2001)	Prevention of armed conflict
1631 (2005)	Cooperation with regional organizations in maintaining international peace and security
1645 (2005)	Post-conflict peacebuilding
1646 (2005)	Post-conflict peacebuilding
1699 (2006)	General issues related to sanctions
1810 (2008)	Non-proliferation of weapons of mass destruction
1820 (2008)	Women and peace and security
1882 (2009)	Children and armed conflict
1887 (2009)	Maintenance of international peace and security: nuclear non-proliferation and nuclear disarmament
1888 (2009)	Women and peace and security
1889 (2009)	Women and peace and security
1894 (2009)	Protection of civilians in armed conflict
1904 (2009)	Threats to international peace and security caused by terrorist acts
1907 (2009)	Peace and security in Africa
2039 (2012)	Peace consolidation in West Africa
2046 (2012)	Report of the Secretary-General on the Sudan
2048 (2012)	The situation in Guinea-Bissau

2056 (2012)	Peace and security in Africa
2092 (2013)	The situation in Guinea-Bissau
2093 (2013)	The situation in Somalia
2098 (2013)	The situation concerning the Democratic Republic of Congo
2103 (2013)	The situation in Guinea-Bissau
2118 (2013)	The situation in the Middle East
2139 (2014)	The situation in the Middle East
2145 (2014)	The situation in Afghanistan
2157 (2014)	The situation in Guinea-Bissau
2158 (2014)	The situation in Somalia
2165 (2014)	The situation in the Middle East
2171 (2013)	Maintenance of international peace and security
2203 (2015)	The situation in Guinea-Bissau
2214 (2015)	The situation in Libya
2218 (2015)	The situation concerning Western Sahara
2232 (2015)	The situation in Somalia
2238 (2015)	The situation in Libya
2242 (2015)	Women and peace and security
2245 (2015)	The situation in Somalia
2246 (2015)	The situation in Somalia
2250 (2015)	Maintenance of international peace and security
2253 (2015)	Threats to international peace and security caused by terrorist acts
2254 (2015)	The situation in the Middle East
2259 (2015)	The situation in Libya
S/PRST/2011/4	Maintenance of international peace and security: the interdependence between security and development
S/PRST/2011/18	Maintenance of international peace and security: conflict prevention
S/PRST/2011/21	Central African region

S/PRST/2012/2	Piracy in the Gulf of Guinea
S/PRST/2012/11	Arms purchase by Sierra Leone
S/PRST/2012/18	Central African region
S/PRST/2012/21	Special Court for Sierra Leone
S/PRST/2012/25	Elections in Sierra Leone
S/PRST/2012/28	Central African region
S/PRST/2013/4	Peace and security in Africa
S/PRST/2013/6	Central African region
S/PRST/2013/10	Peace and security in Africa
S/PRST/2013/12	Cooperation between the United Nations and regional and subregional organizations in maintaining international peace and security
S/PRST/2013/13	Peace consolidation in West Africa
S/PRST/2013/18	Central African region
S/PRST/2013/19	The situation in Guinea-Bissau
S/PRST/2013/20	Peace and security in Africa
S/PRST/2013/22	Peace and security in Africa
S/PRST/2014/6	The situation in Sierra Leone
S/PRST/2014/8	Central African region
S/PRST/2014/17	Peace and security in Africa
S/PRST/2014/25	Central African region
S/PRST/2015/4	Threats to international peace and security caused by terrorist acts
S/PRST/2015/12	Central African region
S/PRST/2015/14	Threats to international peace and security caused by terrorist acts
S/PRST/2015/22	Maintenance of international peace and security
S/PRST/2015/24	Peace and security in Africa
S/2013/753	Mandate of the United Nations Office for West Africa
S/2013/759	Mandate of the United Nations Office for West Africa
S/2015/554	Mandate of the United Nations Regional Office for Central Africa

S/2015/555	Mandate of the United Nations Regional Office for Central Africa
S/2015/1025	Cameroon-Nigeria Mixed Commission
S/2015/1026	Cameroon-Nigeria Mixed Commission

Subprogramme 2
Electoral assistance

General Assembly resolution

70/168	Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization

Subprogramme 3
Security Council affairs

Charter of the United Nations, in particular Articles 1, 7, 12 (2), 15, 24, 28, 29, 30, 41, 45, 46, 47 and 50

General Assembly resolutions

686 (VII)	Ways and means for making the evidence of customary international law more readily available
55/222	Pattern of conferences
70/9	Pattern of conferences
70/117	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization

Security Council resolutions

Resolutions and decisions pertaining to the establishment and mandates of subsidiary organs created by the Council under the terms of Article 29 of the Charter of the United Nations, including resolutions 751 (1992) and 1907 (2009), 1267 (1999) and 1989 (2011), 1373 (2001), 1518 (2003), 1521 (2003), 1533 (2004), 1540 (2004), 1572 (2004), 1591 (2005), 1636 (2005), 1718 (2006), 1737 (2006), 1970 (2011), 1988 (2011), 2048 (2012), 2127 (2013), 2140 (2014), 2206 (2015) and 2253 (2015)

Subprogramme 4
Decolonization

General Assembly resolutions

1514 (XV)	Declaration on the Granting of Independence to Colonial Countries and Peoples
1541 (XV)	Principles which should guide Members in determining whether or not an obligation exists to transmit the information called for under Article 73 *e* of the Charter

1654 (XVI)	The situation with regard to the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
2621 (XXV)	Programme of action for the full implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
58/316	Further measures for the revitalization of the work of the General Assembly (annex, sect. D, para. 4 (b), Question of the Falkland Islands (Malvinas))
65/119	Third International Decade for the Eradication of Colonialism
68/95 A and B	Questions of American Samoa, Anguilla, Bermuda, the British Virgin Islands, the Cayman Islands, Guam, Montserrat, Pitcairn, Saint Helena, the Turks and Caicos Islands and the United States Virgin Islands
70/94	Information from Non-Self-Governing Territories transmitted under Article 73 *e* of the Charter of the United Nations
70/95	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories
70/96	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
70/97	Offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories
70/98	Question of Western Sahara
70/99	Question of New Caledonia
70/100	Question of French Polynesia
70/101	Question of Tokelau
70/102 A and B	Questions of American Samoa, Anguilla, Bermuda, the British Virgin Islands, the Cayman Islands, Guam, Montserrat, Pitcairn, Saint Helena, the Turks and Caicos Islands and the United States Virgin Islands A. General B. Individual territories
70/103	Dissemination of information on decolonization
70/231	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples

Subprogramme 5
Question of Palestine

General Assembly resolutions

3376 (XXX)	Question of Palestine
32/40 B	Question of Palestine
34/65 D	Question of Palestine
38/58 B	Question of Palestine
46/74 B	Question of Palestine
64/16	Committee on the Exercise of the Inalienable Rights of the Palestinian People
64/17	Division for Palestinian Rights of the Secretariat
70/15	Peaceful settlement of the question of Palestine

Subprogramme 6
Counter-Terrorism Implementation Task Force

General Assembly resolutions

60/288	The United Nations Global Counter-Terrorism Strategy
64/235	Institutionalization of the Counter-Terrorism Implementation Task Force
66/10	United Nations Counter-Terrorism Centre
68/276	The United Nations Global Counter-Terrorism Strategy Review
70/254	Secretary-General's Plan of Action to Prevent Violent Extremism

Subprogramme 7
Office of the United Nations Special Coordinator for the Middle East Peace Process

General Assembly resolutions

49/88	Middle East peace process
68/15	Peaceful settlement of the question of Palestine
68/17	The Syrian Golan
68/84	The occupied Syrian Golan
68/100	Assistance to the Palestinian people

Subprogramme 8
Peacebuilding Support Office

General Assembly resolutions

60/180	The Peacebuilding Commission
60/261	Election of seven members of the Organizational Committee of the Peacebuilding Commission
60/287	The Peacebuilding Fund
62/245	Special subjects relating to the programme budget for the biennium 2008-2009 (sect. II: Financing of field missions of the Peacebuilding Commission)
63/282	The Peacebuilding Fund
70/262	Review of the United Nations peacebuilding architecture

Security Council resolutions

1645 (2005)	Post-conflict peacebuilding
1646 (2005)	Post-conflict peacebuilding
1947 (2010)	Post-conflict peacebuilding
2250 (2015)	Maintenance of international peace and security
2282 (2016)	Post-conflict peacebuilding

Subprogramme 9
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

General Assembly resolution

ES-10/17	Establishment of the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

Subprogramme 10
United Nations Office to the African Union

General Assembly resolutions

52/220	Questions relating to the proposed programme budget for the biennium 1998-1999
60/268	Support account for peacekeeping operations
64/288	Financing of the United Nations Office to the African Union
65/274	Cooperation between the United Nations and the African Union

67/302	Cooperation between the United Nations and the African Union

Security Council resolutions

1744 (2007)	The situation in Somalia
1769 (2007)	Reports of the Secretary-General on the Sudan
1772 (2007)	The situation in Somalia
1863 (2009)	The situation in Somalia
2033 (2012)	Cooperation between the United Nations and regional and subregional organizations in maintaining international peace and security
2167 (2014)	United Nations peacekeeping operations

Programme 3

Disarmament

Overall orientation

3.1 General and complete disarmament under strict and effective international control remains the ultimate goal of all efforts exerted in the field of disarmament. The main responsibilities for disarmament lie with Member States. The United Nations, in accordance with its Charter, has a central role and primary responsibility in supporting Member States in this area.

3.2 The mandate for the programme derives from the priorities established in relevant General Assembly resolutions and decisions in the field of disarmament, including the Final Document of the Tenth Special Session of the General Assembly, the first special session devoted to disarmament (resolution S-10/2). The programme is also guided by the 2030 Agenda for Sustainable Development. Weapons of mass destruction, in particular nuclear weapons, continue to be of primary concern to the Organization owing to their destructive power and the threat to humanity. Conventional weapons, small arms, light weapons, landmines and cluster munitions have received increased attention from the international community.

3.3 Within the Secretariat, substantive responsibility for the programme is vested in the Office for Disarmament Affairs. The strategy of the Office in meeting the programme's objectives is designed around five subprogrammes and is based on its role in and responsibility for facilitating and encouraging, as appropriate, measures aimed at disarmament and non-proliferation in all its aspects and at all levels, in particular weapons of mass destruction. The Office will continue to assist Member States in promoting, strengthening and consolidating multilaterally negotiated principles and norms in all areas of disarmament and non-proliferation in all its aspects. It will support efforts of Member States in the areas of disarmament and non-proliferation in all its aspects in order to promote international peace and security and contribute to global efforts against terrorism. The Office will enhance its capacity for more in-depth analysis, keeping track of developments in those areas, and provide Member States with timely and practical advice, as requested.

3.4 The Office will assist States in increasing understanding of the relationship between disarmament and development. It will promote transparency, based on the principle of undiminished and increased security for all, and confidence-building measures in the field of disarmament. Through its regional centres for peace and disarmament, the Office will assist Member States in promoting regional approaches to disarmament and non-proliferation in all its aspects and regional and international peace and security. Cooperation and close coordination with international and regional organizations, as well as United Nations specialized agencies and other entities in the areas of disarmament and non-proliferation in all its aspects, will be enhanced.

3.5 The Office will seek to achieve the objectives of the programme by facilitating the process of multilateral deliberation and negotiation. This will include providing substantive organizational support to the First Committee, the Disarmament Commission and other subsidiary bodies of the General Assembly, the Conference on Disarmament and its subsidiary bodies, review conferences and other meetings of parties to multilateral disarmament agreements, as required by States parties to such instruments and entities, and those convened by the Assembly in the field of disarmament, as well as to expert groups mandated by the Assembly.

3.6 The Office will continue to be a source of impartial and factual information on disarmament and related security matters for Member States, organizations of the United Nations system, intergovernmental, regional and non-governmental organizations, and will expand its educational outreach programmes. Training and advisory services will continue to be provided, through the United Nations Disarmament Fellowship, Training and Advisory Services Programme and the United Nations Institute for Disarmament Research, to Member States, in particular developing countries, to enable them to enhance their expertise in disarmament, so that they may participate more effectively in international deliberating and negotiating forums.

3.7 Gender mainstreaming will continue to be an integral part of the activities of the programme through the continued implementation of a gender plan of action aimed at raising awareness for gender mainstreaming in disarmament affairs.

Subprogramme 1
Multilateral negotiations and deliberations on disarmament and arms limitation

Objective of the Organization: To advance multilateral negotiations and deliberations on agreements on disarmament, arms limitation and non-proliferation in all its aspects and to provide support, as required by States parties, to the existing multilateral agreements in those areas

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective support to negotiations in the Conference on Disarmament and in conferences and meetings of States parties to various multilateral agreements on disarmament, arms limitation and non-proliferation in all its aspects, at the organizational, procedural and substantive levels	(i) Timely preparation of the necessary documentation, as well as provision of necessary administrative support to ensure the smooth running of the meetings of the Conference on Disarmament and the meetings of the various treaty bodies falling under the remit of the subprogramme
	(ii) Degree of satisfaction with the quality of support and substantive advice provided to the Presidents of the Conference on Disarmament and the Chairs of the various treaty bodies

(b) Effective support for the timely implementation of decisions, recommendations and programmes of action adopted by the General Assembly and by conferences and meetings of States parties to various multilateral disarmament, arms control and non-proliferation agreements	(i) Improved reporting by States parties on their steps to implement treaty obligations, decisions, recommendations and programmes of action, as required
	(ii) Improved provision of information by States parties to the mandated databases under multilateral disarmament agreements
(c) Enhanced expertise of Member States in the field of disarmament and non-proliferation, including through the United Nations Disarmament Fellowship, Training and Advisory Services Programme and improved gender balance in the participation in the programme	(i) Increased percentage of Member States, in particular from developing countries, and female candidates, participating in the United Nations Disarmament Fellowship, Training and Advisory Services Programme
	(ii) Increased number of alumni of the United Nations Disarmament Fellowship, Training and Advisory Services Programme in the United Nations bodies, meetings and conferences dealing with disarmament and non-proliferation

Strategy

3.8 The subprogramme is implemented by the Conference on Disarmament Secretariat and Conference Support Branch at the United Nations Office at Geneva. The objective of the subprogramme will be pursued by:

(a) Providing organizational and substantive support, including sound advice on procedures and practices, to the Conference on Disarmament and to conferences and meetings of States parties to various multilateral disarmament and arms limitation agreements and to expert groups mandated by the General Assembly;

(b) Assisting Member States in consensus-building by providing timely and comprehensive information, including policy and procedural options, when requested by Member States;

(c) Supporting the implementation of decisions, recommendations and programmes of action adopted by the General Assembly, as well as those adopted by conferences and meetings of States parties to various multilateral disarmament, non-proliferation and arms-limitation agreements;

(d) Providing specialized training in the field of disarmament and arms limitation, including non-proliferation in all its aspects, to Member States, in particular developing countries, including through the United Nations Disarmament Fellowship, Training and Advisory Services Programme, and promoting gender-balanced participation in the Programme;

(e) Monitoring and assessing trends in disarmament and arms limitation, and non-proliferation in all its aspects, to provide Member States and other participants in United Nations disarmament-related conferences and meetings with timely, accurate and factual information;

(f) Assisting Member States, in particular developing countries, at their request, in capacity-building and the holding of disarmament conferences, seminars and workshops by providing substantive support on a non-discriminatory basis.

Subprogramme 2
Weapons of mass destruction

Objective of the Organization: To promote and support the efforts for disarmament and non-proliferation in all its aspects of nuclear weapons and all other weapons of mass destruction and their means of delivery and to assist Member States, at their request, in supporting existing treaties and mandates related to weapons of mass destruction

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective and enhanced facilitation of the process of negotiations, deliberations and consensus-building on the total elimination of all weapons of mass destruction, in particular nuclear weapons, on disarmament and non-proliferation in all its aspects, delivery systems and outer space, and universality of international instruments dealing with weapons of mass destruction, in particular nuclear weapons, by Member States and States parties, at their request	(i) Degree of satisfaction with the quality and timeliness of organizational and substantive services provided, as expressed by Member States (ii) Increased number of requests for expertise to support negotiations and deliberations on disarmament and non-proliferation of weapons of mass destruction consensus-building and implementation efforts
(b) Enhanced knowledge, understanding and multilateral cooperation within the existing mandates, as well as the ability to support investigation of the possible use of chemical and bacteriological (biological) or toxin weapons in accordance with its mandate, defined in General Assembly resolution 42/37 C, and to respond to challenges relating to weapons of mass destruction, in particular nuclear weapons, as well as biological and chemical weapons, including the acquisition and use of weapons of mass destruction by non-State actors.	(i) Increased number of requests for assistance and substantive input and advice on issues related to weapons of mass destruction (ii) Number of visits to and page views of the Branch's website

Strategy

3.9 The subprogramme is implemented by the Weapons of Mass Destruction Branch. The objective of the subprogramme will be pursued by:

(a) Supporting Member States in their negotiations, deliberations and consensus-building in the areas of disarmament and non-proliferation of weapons of mass destruction, in particular nuclear weapons and their means of delivery, as well as assisting Member States, at their request, in their efforts to achieve the full implementation and universalization of multilateral agreements and to prevent terrorist groups from acquiring weapons of mass destruction;

(b) Enhancing cooperation in accordance with existing arrangements and agreements with other relevant intergovernmental organizations, and expanding interaction with civil society, in particular, research and academic institutions and non-governmental organizations working in the area of disarmament and non-proliferation of weapons of mass destruction and their delivery systems;

(c) Monitoring and assessing of current and future trends in the area of disarmament and non-proliferation of weapons of mass destruction, including nuclear weapons, with a view to achieving enhanced capacity to provide Member States with timely and accurate information and analysis;

(d) Assisting Member States in consensus-building by providing timely and comprehensive information, including policy and procedural options, when requested by Member States.

Subprogramme 3

Conventional arms (including practical disarmament measures)

Objective of the Organization: To advance greater mutual confidence and transparency among Member States in the field of conventional arms and facilitate their efforts in deliberations on the regulation and limitation of conventional weapons, taking into account the legitimate needs of States for self-defence

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective facilitation of implementation by Member States of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects using available tools, within the agreed mandate	Degree of satisfaction with the quality and timeliness of organizational and substantive services provided, as expressed by Member States
(b) Improved implementation by Member States of the 2001 Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons using available tools, within the agreed mandate	Degree of satisfaction with the quality and timeliness of organizational and substantive services provided, as expressed by Member States
(c) Effective facilitation of the participation by Member States in the United Nations instruments on confidence-building measures in military and security matters	Degree of satisfaction with the quality and timeliness of organizational and substantive services provided, as expressed by Member States

Strategy

3.10 The subprogramme is implemented by the Conventional Arms Branch. The objective of the subprogramme will be pursued by:

(a) Promoting and supporting Member States' efforts to prevent illicit trade in small arms and light weapons, through the effective implementation of the United Nations Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, and the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons, including in the light of the relevant target of the 2030 Agenda for Sustainable Development;

(b) Supporting efforts of the United Nations system to address the challenges posed by the illicit trade in small arms and light weapons through the inter-agency Coordinating Action on Small Arms mechanism;

(c) Strengthening cooperation with regard to the issue of ammunition for conventional arms;

(d) Facilitating cooperation with regard to the issue of improvised explosive devices;

(e) Promoting transparency in conventional arms issues among States, through the United Nations Register of Conventional Arms and the United Nations Report on Military Expenditures.

Subprogramme 4
Information and outreach

Objective of the Organization: To increase awareness, understanding and knowledge of Member States and the public on disarmament issues

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Timely provision, increased utilization and improved access to factual and objective information and education materials of the Office for Disarmament Affairs	(i) Increased percentage of users indicating usefulness of disarmament materials (ii) The number of visits and page views on the website of the Office for Disarmament Affairs
(b) Timely access to factual and objective information by end users through print and electronic means regarding various aspects of disarmament	Increased percentage of information materials made available within the prescribed deadlines

Strategy

3.11 The subprogramme is implemented by the Information and Outreach Branch. The objective of the subprogramme will be pursued by:

(a) Continuing to carry out information and outreach activities in cooperation with other relevant departments within the United Nations Secretariat, notably the Department of Public Information;

(b) Enhancing the work of the Secretary-General's Advisory Board on Disarmament Matters, including through periodic reviews of working methods and ensuring gender balance and equitable geographical distribution of its composition;

(c) Implementing, as relevant, the recommendations of the 2002 United Nations study on disarmament and non-proliferation education in cooperation with or by relevant United Nations offices, disarmament-related international organizations, and regional organizations, and with civil society organizations, especially non-governmental and academic organizations;

(d) Furthering collaboration with the United Nations Institute for Disarmament Research;

(e) Enhancing the use of electronic media for dissemination and exchange of information;

(f) Facilitating the participation of civil society, especially non-governmental organizations, in disarmament-related conferences and meetings, including access to documentation, the organization of oral presentations, the holding of special events and the mounting of exhibits, in accordance with established rules of procedure.

Subprogramme 5
Regional disarmament

Objective of the Organization: To enhance global disarmament and international peace and security through regional disarmament efforts and initiatives

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security	(i) Increased number of activities (regional consultations, regional symposiums, capacity-building workshops and/or training activities, publications, advocacy and outreach activities related to universalization of treaties and full implementation of resolutions) undertaken at the national, subregional and regional levels (ii) Degree of satisfaction with the quality and timeliness of organizational and substantive services provided

(b) Greater cooperation, within each region/subregion, among the Office of Disarmament Affairs, on the one hand, and States and international, regional and subregional organizations, United Nations specialized agencies and other entities, on the other hand, in the areas of disarmament and non-proliferation in all its aspects as well as regional and international peace and security	(i) Increased assistance to requesting Member States and regional and subregional organizations (ii) Degree of satisfaction with the quality of advisory, organizational and substantive services provided by the Regional Disarmament Branch
(c) Enhanced capacity of national, subregional and regional entities to implement measures related to disarmament and non-proliferation in all its aspects as well as regional and international peace and security measures	The number of actions taken by the Regional Disarmament Branch to assist national, subregional and regional entities in implementing measures related to disarmament and non-proliferation in all its aspects

Strategy

3.12 The subprogramme is implemented by the Regional Disarmament Branch, comprising the Regional Activities Unit, the Regional Centre for Peace and Disarmament in Africa, the Regional Centre for Peace and Disarmament in Asia and the Pacific and the Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean. The objective of the subprogramme will be pursued by:

(a) Undertaking advocacy and promoting regional cooperation among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security, using approaches freely arrived at among the States of the region and taking into account the legitimate requirements of States for self-defence and the specific characteristics of each region;

(b) Providing advice, information and assistance to Member States, at their request, and to regional organizations and arrangements and non-governmental organizations;

(c) Supporting national, regional and subregional implementation of existing multilateral instruments and resolutions on disarmament and non-proliferation in all its aspects in cooperation with relevant international and regional organizations, United Nations specialized agencies and other entities;

(d) Supporting, in cooperation with relevant United Nations specialized agencies and other entities, the capacity-building of national, subregional and regional entities in the implementation of disarmament and non-proliferation in all its aspects and regional and international peace and security measures.

Legislative mandates

General Assembly resolutions

S-10/2	Final Document of the Tenth Special Session of the General Assembly
38/183 O	Advisory Board on Disarmament Studies
42/37 C	Measures to uphold the authority of the 1925 Geneva Protocol and to support the conclusion of a chemical weapons convention
42/38 C	Notification of nuclear tests
44/116 O	Review Conference of the Parties to the Treaty on the Prohibition of the Emplacement of Nuclear Weapons and Other Weapons of Mass Destruction on the Sea-Bed and the Ocean Floor and in the Subsoil Thereof
47/54 G	Review of the implementation of the recommendations and decisions adopted by the General Assembly at its tenth special session
58/50	Reduction of non-strategic nuclear weapons
59/81	The Conference on Disarmament decision (CD/1547) of 11 August 1998 to establish, under item 1 of its agenda entitled "Cessation of the nuclear arms race and nuclear disarmament", an ad hoc committee to negotiate, on the basis of the report of the Special Coordinator (CD/1299) and the mandate contained therein, a non-discriminatory, multilateral and internationally and effectively verifiable treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices
59/95	Improving the effectiveness of the methods of work of the First Committee
60/55	Compliance with non-proliferation, arms limitation and disarmament agreements
60/68	Addressing the negative humanitarian and development impact of the illicit manufacture, transfer and circulation of small arms and light weapons and their excessive accumulation
60/73	Preventing the risk of radiological terrorism
61/67	Declaration of a fourth disarmament decade
62/40	Prevention of the illicit transfer and unauthorized access to and use of man-portable air defence systems
62/272	The United Nations Global Counter-Terrorism Strategy
63/55	Missiles

63/63	Establishment of a nuclear-weapon-free zone in Central Asia
64/35	International Day against Nuclear Tests
64/36	Convention on Cluster Munitions
64/47	Renewed determination towards the total elimination of nuclear weapons
65/61	Bilateral reductions of strategic nuclear arms and the new framework for strategic relations
65/127	Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
65/256	Cooperation between the United Nations and the Organization for the Prohibition of Chemical Weapons
66/49	Compliance with non-proliferation, arms limitation and disarmament agreements and commitments
67/36	Effects of the use of armaments and ammunitions containing depleted uranium
67/43	Preventing and combating illicit brokering activities
67/49	Information on confidence-building measures in the field of conventional arms
67/50	Consolidation of peace through practical disarmament measures
67/68	United Nations disarmament fellowship, training and advisory services
68/26	Consolidation of the regime established by the Treaty for the Prohibition of Nuclear Weapons in Latin America and the Caribbean (Treaty of Tlatelolco)
68/33	Women, disarmament, non-proliferation and arms control
68/43	Transparency in armaments
68/44	National legislation on transfer of arms, military equipment and dual-use goods and technology
68/48	The illicit trade in small arms and light weapons in all aspects
69/27	Prohibition of the development and manufacture of new types of weapons of mass destruction and new systems of such weapons: report of the Conference on Disarmament
69/36	Treaty on a Nuclear-Weapon-Free Zone in Central Asia
69/42	Decreasing the operational readiness of nuclear weapons systems

69/44	The Hague Code of Conduct against Ballistic Missile Proliferation
69/50	Preventing the acquisition by terrorists of radioactive sources
69/53	Measures to uphold the authority of the 1925 Geneva Protocol
69/63	Mongolia's international security and nuclear-weapon-free status
69/65	United Nations study on disarmament and non-proliferation education
69/66	Third Conference of the States Parties and Signatories of Treaties that Establish Nuclear-Weapon-Free Zones and Mongolia, 2015
69/71	United Nations Disarmament Information Programme
70/21	Objective information on military matters, including transparency of military expenditures
70/22	Implementation of the Declaration of the Indian Ocean as a Zone of Peace
70/23	African Nuclear-Weapon-Free-Zone Treaty
70/24	Establishment of a nuclear-weapon-free zone in the region of the Middle East
70/25	Conclusion of effective international arrangements to assure non-nuclear-weapon States against the use or threat of use of nuclear weapons
70/26	Prevention of an arms race in outer space
70/27	No first placement of weapons in outer space
70/28	2020 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons and its Preparatory Committee
70/29	Assistance to States for curbing the illicit traffic in small arms and light weapons and collecting them
70/30	Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control
70/31	Promotion of multilateralism in the area of disarmament and non-proliferation
70/32	Relationship between disarmament and development
70/33	Taking forward multilateral nuclear disarmament negotiation
70/34	Follow-up to the 2013 high-level meeting of the General Assembly on nuclear disarmament

70/35	Problems arising from the accumulation of conventional ammunition stockpiles in surplus
70/36	Measures to prevent terrorists from acquiring weapons of mass destruction
70/37	Reducing nuclear danger
70/38	Follow-up to nuclear disarmament obligations agreed to at the 1995 and 2000 and 2010 Review Conferences of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons
70/39	Treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices
70/40	United action with renewed determination towards the total elimination of nuclear weapons
70/41	Implementation of the Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on their Destruction
70/42	Confidence-building measures in the regional and subregional context
70/43	Regional disarmament
70/44	Conventional arms control at the regional and subregional levels
70/45	Nuclear-weapon-free southern hemisphere and adjacent areas
70/46	Countering the threat posed by improvised explosive devices
70/47	Humanitarian consequences of nuclear weapons
70/48	Humanitarian pledge for the prohibition and elimination of nuclear weapons
70/50	Ethical imperatives for a nuclear-weapon-free world
70/52	Nuclear disarmament
70/53	Transparency and confidence-building measures in outer space activities
70/54	Implementation of the Convention on Cluster Munitions
70/55	Implementation of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction
70/56	Follow-up to the advisory opinion of the International Court of Justice on the legality of the threat or use of nuclear weapons

70/57	Universal Declaration on the Achievement of a Nuclear-Weapon-Free Zone
70/58	The Arms Trade Treaty
70/59	Prohibition of the dumping of radioactive wastes
70/60	Treaty on the South-East Asia Nuclear-Weapon-Free Zone (Bangkok Treaty)
70/61	United Nations Regional Centres for Peace and Disarmament
70/62	Convention on the Prohibition of the Use of Nuclear Weapons
70/63	United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean
70/64	Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa
70/65	United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific
70/66	United Nations Regional Centre for Peace and Disarmament in Africa
70/67	Report of the Conference on Disarmament
70/68	Report of the Disarmament Commission
70/69	Thirty-fifth anniversary of the United Nations Institute for Disarmament Research
70/70	The risk of nuclear proliferation in the Middle East
70/71	Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects
70/72	Strengthening of security and cooperation in the Mediterranean region
70/73	Comprehensive Nuclear-Test-Ban Treaty
70/74	Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction
70/237	Developments in the field of information and telecommunications in the context of international security
70/551	Convening of the fourth special session of the General Assembly devoted to disarmament

General Assembly decisions

54/418	Advisory Board on Disarmament Matters
60/519	International instrument to enable States to identify and trace, in a timely and reliable manner, illicit small arms and light weapons
63/520	United Nations conference to identify appropriate ways of eliminating nuclear dangers in the context of nuclear disarmament
65/515	Maintenance of international security — good-neighbourliness, stability and development in South-Eastern Europe
66/513	Verification in all its aspects, including the role of the United Nations in the field of verification
66/514	Review of the implementation of the Declaration on the Strengthening of International Security
66/519	Proposed programme of work and timetable of the First Committee for 2012
68/515	Review of the implementation of the Declaration on the Strengthening of International Security
68/519	Revitalizing the work of the Conference on Disarmament and taking forward multilateral disarmament negotiations
69/517	Missiles
70/514	Role of science and technology in the context of international security and disarmament
70/516	Revitalization of the work of the General Assembly (proposed programme of work and timetable of the First Committee for 2016)

Security Council resolutions

1325 (2000)	Women and peace and security
1540 (2004)	Non-proliferation of weapons of mass destruction
1673 (2006)	Non-proliferation of weapons of mass destruction
1810 (2008)	Non-proliferation of weapons of mass destruction
1887 (2009)	High-level summit on nuclear disarmament and nuclear non-proliferation
1977 (2011)	Extended mandate for the Security Council Committee established pursuant to resolution 1540 (2004)
2055 (2012)	Non-proliferation of weapons of mass destruction
2117 (2013)	Small arms and light weapons

Programme 4
Peacekeeping operations

Overall orientation

4.1 The overall purpose of the programme is to support the maintenance of international peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. The mandates of the programme are provided in relevant resolutions of the Security Council and the General Assembly.

4.2 The programme comprises the Department of Peacekeeping Operations and the Department of Field Support. The Department of Peacekeeping Operations closely coordinates four interdependent and complementary subprogrammes (operations, military, rule of law and security institutions, and policy, evaluation and training) and integrates cross-cutting responsibilities in the planning and support of peacekeeping operations and special political missions under its direction. The Department of Field Support coordinates two subprogrammes for the provision of administrative and logistics support services to field-based peacekeeping and special political missions. The programme also comprises two peacekeeping missions: the United Nations Truce Supervision Organization and the United Nations Military Observer Group in India and Pakistan.

4.3 The Department of Peacekeeping Operations directs, manages and provides policy guidance and strategic direction to all operations under its responsibility, which comprise all traditional and multidimensional peacekeeping operations with military and/or police components and which may include elements of sustaining peace and peacebuilding, as well as certain special political missions as approved by the relevant intergovernmental bodies. It also leads the integrated assessment and planning process for new and existing Department-led operations.

4.4 The Department of Field Support provides administrative and logistical support services to United Nations peacekeeping operations, special political missions and other field presences as mandated, in the areas of human resources, finance and budget, conduct and discipline, logistics and information and communications technology.

4.5 To implement the programme, the Departments will work in an integrated and cohesive way through joint departmental decision-making bodies and shared resources under a unified vision, direction and set of guiding principles. The Departments will ensure an integrated United Nations approach in countries where integrated peacekeeping missions are deployed alongside United Nations agencies, funds and programmes through integrated assessment and planning that reflects a shared vision and agreement on common objectives and results as well as clarity of the respective roles and responsibilities. Both Departments will continue to pursue greater coordination, within existing mandates, with internal partners, as well as with external partners, including international financial institutions and regional organizations, to enhance the ability of the United Nations to maintain international peace and security. Sustainable progress on security, national reconciliation and development need to occur in parallel, given the interconnected nature of those challenges in countries emerging from conflict. Regional and subregional approaches to peacekeeping and political strategies for multiple operations will also continue to be pursued when appropriate.

4.6 In that context, the Department of Peacekeeping Operations, the Department of Field Support and other engaged departments and organizations will plan and conduct United Nations peacekeeping activities in a manner that facilitates post-conflict peacebuilding and the long-term prevention of the recurrence of armed conflict, in coordination with the Peacebuilding Commission. To increase the programme's effectiveness, policy development on and evaluation of the application of peacekeeping best practices and lessons learned will continue, as will emphasis on greater unity of effort and tailored training for all peacekeeping personnel.

4.7 In carrying out their activities during the biennium 2018-2019, the Departments of Peacekeeping Operations and Field Support will focus on the following strategic, operational and support objectives: continuing the reform and revitalization of peacekeeping in line with relevant recommendations contained in: (a) the report of the High-level Independent Panel on Peace Operations (see A/70/95-S/2015/446) and the report of the Secretary-General entitled "The future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations" (A/70/357-S/2015/682), as reflected in the statement by the President of the Security Council of 25 November 2015 (S/PRST/2015/22) and the report of the Special Committee on Peacekeeping Operations (A/70/19) endorsed by the General Assembly in its resolution 70/268; (b) the report of the Secretary-General on women and peace and security, containing the results of the global study on the implementation of Security Council resolution 1325 (2000) (S/2015/716), as endorsed by the Security Council in its resolution 2242 (2015); and (c) the report of the Advisory Group of Experts on the Review of the Peacebuilding Architecture (see A/69/968-S/2015/490), as endorsed by the General Assembly in its resolution 70/262 and by the Security Council in its resolution 2282 (2016); strengthening strategic and operational planning, including strategic force generation, deployment, management and transition of United Nations peacekeeping operations and exit strategy development; facilitating a shared understanding and a coherent approach among the Secretariat, Member States and other stakeholders on the future direction of United Nations peacekeeping, as well as individual operations in other conflict situations; increasing the efficiency and effectiveness of United Nations peacekeeping operations; and continuing to strengthen and professionalize institutional capacity to analyse and meet ongoing strategic and operational challenges.

4.8 The Departments will provide information to Member States on all phases of peacekeeping operations, paying particular attention to the requirements of troop- and police-contributing countries that need to make informed decisions about their engagement in United Nations peacekeeping. The programme will aim to keep stakeholders, including Member States, fully and promptly informed of field support issues. In an integrated manner, special attention will be given to the safety and security of personnel in the field. In accordance with Article 101 of the Charter of the United Nations, the paramount consideration in the employment of staff shall be the necessity of securing the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting staff on as wide a geographical basis as possible, and the gender perspective will continue to be pursued, in accordance with relevant resolutions of the General Assembly and the Security Council, including Council resolution 2122 (2013).

4.9 The Department of Peacekeeping Operations will continue to focus its efforts on strengthening mission planning and oversight; implementing Security Council mandates, including those related to protecting civilians, in accordance with the purposes and principles of the Charter and basic principles of peacekeeping (consent of the parties, impartiality and non-use of force except in self-defence and in the defence of a mandate authorized by the Security Council); and pursuing a capability-driven approach to identifying, developing and using peacekeeping resources.

4.10 Programme strategies and plans will be undertaken to establish, manage and direct peacekeeping operations and develop the capacities required to address a wide variety of conflict and post-conflict situations. A rapid and effective response to Security Council and General Assembly mandates is crucial for supporting the implementation of peace agreements between the parties to a conflict. Mandates may include monitoring ceasefires and buffer zones; protecting civilians; providing specific protection for women and children; addressing the security threats and protection challenges faced by women and girls in armed conflict and post-conflict settings; disarming, demobilizing and reintegrating ex-combatants; supporting the reform of military establishments; training, advising, mentoring and monitoring host country police forces; contributing to the creation of security conditions conducive to the return of refugees and internally displaced populations; promoting electoral and judicial reform and assisting civil administrations; facilitating political processes to consolidate peace and strengthen State authority; monitoring, reporting and helping to prevent violations of international humanitarian law and of human rights; coordinating mine action, weapons and ammunition management and improvised explosive device response programmes; protecting cultural heritage as necessary and feasible; facilitating the delivery of humanitarian assistance; and developing an exit strategy while maintaining relations with the host country.

4.11 Capitalizing on reforms introduced with the global field support strategy, the Department of Field Support will focus on achieving operational excellence in the delivery of rapid, effective, efficient and responsible support solutions for peacekeeping missions. In striving for excellence, the Department will focus on ensuring consistent, reliable and sustainable results for internal clients and external stakeholders. To manage progress, the Department will strengthen its ability to direct, monitor and evaluate its operations against a balanced set of objectives, performance indicators and targets, primarily aimed at enabling mandate delivery, improving effectiveness and efficiency in service delivery, promoting prudent resource utilization, strengthening compliance with United Nations norms and values and delivering in accordance with rules and regulations. To drive necessary improvements, the Department will also implement key priority initiatives, including enhanced supply chain management, improved technological solutions, rapid delivery of support, stronger environmental management and reinforced efforts to combat misconduct, including sexual exploitation and abuse. The Department will continue to engage and interact with relevant troop- and police-contributing countries in accordance with the given mandate.

4.12 Under the programme, the Departments will also provide substantive and technical support to the Special Committee on Peacekeeping Operations, including follow-up on decisions related to peacekeeping operations taken by the Security Council and the General Assembly. The Departments will implement the recommendations of the Special Committee, as endorsed by the Assembly.

A. Peacekeeping operations

Subprogramme 1
Operations

Objective of the Organization: To ensure the effective implementation of all Security Council mandates to plan, establish and adjust peacekeeping operations, as well as the effective implementation of relevant General Assembly resolutions

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved context- and mission-specific reporting to the Security Council, the General Assembly, other relevant intergovernmental bodies and troop- and police-contributing countries to enable fully informed decision-making on issues relating to peacekeeping	(i) Increased percentage of recommendations of the Secretary-General, including those aimed at establishing new or implementing major adjustments to existing peacekeeping operations, incorporated into resolutions of the General Assembly, the Security Council and other relevant intergovernmental bodies
	(ii) Percentage of recommendations of the Secretary-General to the Security Council reflecting consultations with troop- and police-contributing countries and other relevant Member States
(b) Effectively and efficiently managed peacekeeping operations	(i) Percentage of integrated planning processes completed according to Security Council substantive and time requirements for establishing new peacekeeping operations or implementing adjustments to existing peacekeeping operations
	(ii) Percentage of peacekeeping operations that have up-to-date essential strategic planning documents

Strategy

4.13 The Office of Operations will continue to perform its core functions of providing timely advice and analysis to the Secretary-General, the Security Council, the General Assembly, intergovernmental bodies and troop- and police-contributing and other contributing countries on peacekeeping issues and on the integrated planning and effective direction of and support for peacekeeping operations through the provision of policy, political and operational guidance.

4.14 The Office of Operations will serve as the locus of integration for planning and political and operational support to field operations. It will employ an integrated assessment and planning policy with internal and external partners to establish and adjust operations and to ensure a fully integrated approach to the spectrum of peacekeeping, peacemaking and peacebuilding support activities, ensuring the stabilization of States in post-conflict situations. The integrated operational teams, which are managed by the Office of Operations and bring together expertise from the Department of Peacekeeping Operations, the Department of Field Support and other subject matter experts, will be the central vehicle at United Nations headquarters for the integrated planning and conduct of United Nations peacekeeping operations managed by the Department of Peacekeeping Operations. The teams will also serve as a principal point of entry for troop- and police-contributing countries and partners on mission-specific issues. The Office of Operations will, in coordination with the Policy, Evaluation and Training Division, institutionalize strategic partnership and enhance operational support and cooperation with relevant regional and subregional organizations to maximize crisis prevention and response, in particular with the African regional organizations. Bearing in mind relevant resolutions, best practices will be incorporated into the design, planning and implementation of new and existing missions, including by conducting periodic reviews of the implementation of missions' mandates.

Subprogramme 2
Military

Objective of the Organization: To effectively implement the military aspects of Security Council mandates and effectively implement relevant General Assembly resolutions

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Rapid deployment and establishment of better-tailored peacekeeping operations in response to Security Council mandates	(i) No longer than seven days needed to prepare military plans from the date a Security Council resolution is adopted (ii) Establishment of a deployable nucleus of military headquarters personnel of a peacekeeping operation within 15 days of the adoption of a Security Council resolution or related decision (iii) Increase in the total number of military and police units pledged by Member States in levels 1, 2 and 3 and the rapid deployment level of the Peacekeeping Capability Readiness System

(b) Increased efficiency and effectiveness of the military components of peacekeeping operations	Implementation by peacekeeping operations of 100 per cent of military-related recommendations from end-of-assignment, visit, study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations, in compliance with relevant intergovernmental mandates

Strategy

4.15 Substantive responsibility for the subprogramme is vested in the Office of Military Affairs. The Office will continue to provide military advice on issues related to peacekeeping in order to assist the Security Council, the General Assembly, intergovernmental bodies and troop- and police-contributing countries. The Office will coordinate current mission-specific briefings to ensure that all troop- and police-contributing countries are updated for the preparation and training of their contingents. The activities will include: the periodic review and issuance of military strategic guidance documents and preparation and updating of operational plans for military components, such as military units standards, and contingency plans for new, ongoing, consolidating or closing operations; the conduct of pre-deployment advisories and assessments; the generation and rotation of military contingents and military experts on mission; and daily monitoring of and support for military components.

4.16 The subprogramme will: give emphasis to utilizing the military standards and policy guidance documents produced during the last reporting period and ensure that deployed contingents and personnel are fully capable of carrying out their specific tasks. These military standards and policy guidance documents will also be used to better support regional peacekeeping and strengthen military partnership with the African Union, in close coordination with the United Nations Office to the African Union; strive for formalized arrangements with peacekeeping partners with the objective of improving the performance of field missions; encourage and increase the participation of female peacekeepers; collaborate with regional organizations to form partnerships with their military staffs and further cooperation in peacekeeping operations; formulate cohesive military-related peacekeeping policies; continue to address United Nations military performance issues; increase synergy and cooperation between military and police components; enhance the effectiveness of the Peacekeeping Capability Readiness System with the replacement of the United Nations standby arrangements, through the Strategic Force Generation and Capability Planning Cell; and improve the capability of military components to deploy rapidly during the start-up of peacekeeping operations or during a crisis in existing peacekeeping missions.

Subprogramme 3
Rule of law and security institutions

Objective of the Organization: To enable rule of law and security institutions in conflict and post-conflict societies to develop sustainable capacities and services in full compliance with the Charter of the United Nations

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) More timely deployment and establishment of the rule of law and security components of peacekeeping operations in response to Security Council mandates	(i) Improved timeline for initial deployment of justice and corrections personnel to new, adjusted or transitioning peacekeeping operations, which must be accomplished as soon as possible, within 30 days of the adoption of a Security Council resolution
	(ii) Improved timeline for initial deployment of personnel specializing in mine action, weapons and ammunition management and improvised explosive device response to new, adjusted or transitioning peacekeeping operations, which must be accomplished as soon as possible, within 30 days of the adoption of a Security Council resolution
	(iii) Improved timeline for initial deployment of police personnel to new, adjusted or transitioning peacekeeping operations, which must be accomplished as soon as possible, within 25 days of the adoption of a Security Council resolution
(b) Increased efficiency and effectiveness of the rule of law and security components of peacekeeping operations	(i) Increased number of integrated plans supported by police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components of peacekeeping operations
	(ii) Increased number of national rule of law and security institutions, supported by peacekeeping operations, assuming their rule of law and security responsibilities
(c) Increased awareness and understanding of the dangers of landmines and explosive remnants of war in affected countries	Reduction in the number of casualties resulting from landmines and explosive remnants of war in affected countries

Strategy

4.17 Substantive responsibility for the subprogramme is vested in the Office of Rule of Law and Security Institutions, which consists of the Police Division, the Mine Action Service, the Criminal Law and Judicial Advisory Service, the Disarmament, Demobilization and Reintegration Section and the Security Sector Reform Unit. Strengthening rule of law and national security services and institutions in post-conflict societies based on national ownership is essential to building and maintaining sustainable peace and security. While supporting the delivery of early peacebuilding initiatives, each component will continue to develop and support the implementation of comprehensive strategic and operational plans for the reform and development of their respective sectors. The components will also continue to support the enhanced rule of law and security-related activities of the Organization as a whole by: acting as the leading United Nations entity or focal point globally in the areas of police and law enforcement, corrections, security sector reform and mine action; co-leading, along with the United Nations Development Programme, the joint global focal point for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations; and co-chairing the respective United Nations inter-agency bodies established in the areas of security sector reform, disarmament, demobilization and reintegration and mine action. The Office will continue to actively engage regional and subregional organizations, Member States, leading academics, institutions and donors and will support the development and dissemination of lessons learned and best practices. It will also strengthen its engagement with Member States and regional and national peacekeeping training centres on current training practices, security sector standards, and training guidelines and materials for police, justice, corrections and other officers.

Subprogramme 4
Policy, evaluation and training

Objective of the Organization: To improve the planning, establishment and sustainment of effective and efficient peacekeeping operations in accordance with Security Council mandates and relevant General Assembly resolutions

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved planning, management, conduct and support of peacekeeping operations through the development and dissemination of policies, standard operating procedures, guidelines and training standards and tools that are consistent with the Charter of the United Nations and the basic principles of peacekeeping	(i) Number of materials on policy guidance, lessons learned and best practices developed and made available to peacekeeping practitioners (ii) More timely dissemination of peacekeeping training standards to Member States, field operations, regional partners and training institutions

Strategy

4.18 Substantive responsibility for the subprogramme is vested in the Policy, Evaluation and Training Division, which will provide an integrated capacity for the development of peacekeeping doctrine and guidance, informed by: the systematic documentation of best practices and lessons learned; the provision of strategic guidance for standardized peacekeeping training; and the evaluation of mission performance in implementing mandates. The Division will provide services to the Department of Peacekeeping Operations, the Department of Field Support, field missions and Member States, ensuring the integration of substantive and support functions in guidance development, training and evaluation.

4.19 The aim is to enhance the efficiency and effectiveness of peacekeeping field operations and strengthen the institution of peacekeeping. The Division will develop and disseminate peacekeeping doctrine. Working with Member States and regional organizations, the Division will provide training standards and support training programmes to prepare peacekeepers for their functions in field missions and at Headquarters. The Division will support the development of peacekeeping training capacity in Member States, particularly in current and emerging troop- and police-contributing countries. The Division will identify potential peacekeeping partners and develop frameworks to enable the participation of existing ones. The Division will evaluate peacekeeping performance to guide follow-on remedial measures, including policy revision and development and training, both at Headquarters and in field missions.

Subprogramme 5
Field administrative support

Objective of the Organization: To enable United Nations peacekeeping operations and other United Nations field missions to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Selections from the roster of cleared candidates constitute between 85 and 90 per cent of all selections in field missions
	(ii) Reduced number of days for any roster-based recruitment, from the date of posting to the date of selection
	(iii) Reduced number of days for onboarding of selected candidates, from the date of selection to the date of reporting to the mission
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Increased percentage of established targets met related to strategic and operational indicators listed in the global human resources performance and accountability framework

	(ii) Increased percentage of women on the rosters of candidates endorsed by the field central review bodies (iii) Maintenance of a three-month average processing time frame for contingent-owned equipment claims, from receipt of the mission-certified claim to its approval by the Department
(c) More timely response and follow-up to allegations of misconduct	All allegations of serious misconduct reported to peacekeeping missions are reviewed within seven days of receipt, for entry in the Misconduct Tracking System and referral to United Nations Headquarters
(d) Prevention and avoidance of serious misconduct	(i) Vetting of all United Nations peacekeeping personnel to ensure that they do not have a history of misconduct while serving with the United Nations (ii) New measures adopted on matters of serious misconduct, including but not limited to substantially enhanced oversight by mission headquarters of all mission sites, enforcement of best practices, regular analysis and mitigation of risk factors linked to misconduct and assessment of managers at all levels for their role in enforcing United Nations standards of conduct (iii) Decreased number of substantiated allegations of serious misconduct, including sexual exploitation and abuse (iv) Timely and effective implementation of all measures adopted on matters of serious misconduct, including special measures to prevent sexual exploitation and abuse in accordance with Security Council resolution 2272 (2016) and General Assembly resolutions related to the matter

Strategy

4.20 The mandate of the Field Personnel Division was established by the General Assembly in its resolution 61/279. The Division comprises the Office of the Director, the Field Personnel Operations Service and the Field Personnel Specialist Support Service.

4.21 The main priorities of the Field Personnel Division for the biennium 2018-2019 are to continue to direct, monitor and support the timely delivery of strong human resources management in the field to ensure consistency and standardization across missions, while allowing for unique mission challenges. This will be done through the provision of strategic direction, clear guidance, customized mission plans and frameworks, thoughtful advice, tools and comprehensive human resources training and development. The Division will also continue to promote a field staff perspective through the various human resources policy and reform initiatives, such as the global mobility initiative, and through continued focus on mission support leadership succession planning as well as increased representation of women in peacekeeping operations, especially at the senior levels.

4.22 The Field Personnel Division will continue to streamline processes related to recruitment and onboarding with a view to further reducing timelines.

4.23 The Field Personnel Division will continue to strengthen the human resources capacity of peacekeeping missions and ensure rapid response.

4.24 The Field Budget and Finance Division will continue to focus its programme of work and client support on the following core objectives: coordination of guidance and policy on budgetary and financial issues and processes; targeted and cross-portfolio analysis of major resourcing requirements and developments for more cost-effective field operations; development and implementation of programmes and other initiatives to strengthen field financial capacity and address emerging changes in demand, procedures, practices and requirements; timely processing of troop- and police-contributing countries' claims for contingent-owned equipment; and support to legislative bodies considering financial matters and to Member States contributing troops and police contingents. The programme of work will also involve close support in developing budget proposals and performance reports for start-up, ongoing and liquidating missions and on-site support to strengthen the strategic budget planning of the missions.

4.25 The programme of work of the Field Budget and Finance Division in 2018-2019 will be informed by the global field support strategy and the implementation of the International Public Sector Accounting Standards (IPSAS) and Umoja. Such initiatives will bring about a fundamental change in the way resources in field operations are managed and reported.

4.26 Continued emphasis will be placed on: prevention of and swift response to misconduct, including vetting all personnel for prior misconduct, mandatory training for all categories of personnel on standards of conduct and mandatory training for all categories of personnel to prevent sexual exploitation and abuse through the provision of training materials to Member States and peacekeeping operations; public information programmes on standards of conduct and reporting mechanisms for victims; monitoring, review and provision of policy guidance and oversight with respect to United Nations standards of conduct; and advising missions on conduct and discipline matters relating to all categories of personnel and assisting with appropriate and timely follow-up to allegations of misconduct with the Member States concerned with a view to increasing accountability. Assistance and support will be provided to inter-agency efforts on protection from sexual exploitation and abuse and on assistance to victims.

Subprogramme 6
Integrated support services

Objective of the Organization: To improve implementation of field missions' mandates through rapid, effective and efficient logistics and support services

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Timely completion of the planning, rapid deployment and establishment of field missions in response to Security Council mandates	(i) Identification and deployment of logistics equipment capable of supporting start-up teams and initial troop and police deployments within 90 days of the adoption of Security Council mandates
	(ii) Development of full information and communications technology capabilities, including secure voice, data and video services, within 20 hours of arrival of equipment and personnel
(b) Increased efficiency and effectiveness of peacekeeping operations and special political missions supported by the Department of Field Support	(i) Improve supply chain processes for all field missions
	(ii) Missions have access 365 days a year to valid systems contracts with sufficient not-to-exceed amounts
	(iii) Wide area networks function 99.8 per cent of the time

Strategy

4.27 Substantive responsibility for the subprogramme is vested in the Logistics Support Division and the Information and Communications Technology Division. The activities of those Divisions include the general provision of equipment and services to missions, based on the general principles of procurement (best value for money, fairness, integrity and transparency, effective international competition and the interest of the United Nations), with adherence to relevant General Assembly resolutions, for the effective, timely and efficient fulfilment of their mandates. The Divisions will provide integrated support services to missions and develop responsive mechanisms to address changing circumstances on the ground or changes in mandate. The Divisions will ensure pre-emptive operational readiness and will strive to be more effectively placed to prioritize the timely deployment of resources and optimize acquisition management and material resource utilization. The Divisions will continue to monitor and provide policy guidance and oversight with respect to the delivery of integrated support to field missions.

4.28 The Logistics Support Division will continue to provide strategic functions and guidance to field missions in the areas of engineering, supply, logistics planning, surface transport, movement control, medical services, aviation safety, air transport, contingent-owned equipment, property management and environment.

The Divisions will continue strengthening synergies and cooperation with the relevant entities in the Department of Management within the Department's relevant mandate.

4.29 The Logistics Support Division will continue to focus its programme of work to address the logistical constraints of field missions, to provide the right products and commodities in a timely, effective and efficient manner through the implementation of the end-to-end supply chain management concept. The Division will continue its efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste-management and power-generation systems, in full compliance with the relevant rules and regulations, including but not limited to the United Nations environmental and waste management policy and procedures.

4.30 The Information and Communications Technology Division delivers voice, video, high-speed data and network capability and provides technology-based solutions and geospatial information to peacekeeping operations and special political missions. The Division's priority is to ensure the provision of ongoing information and communications technology as well as geospatial services to all peacekeeping operations and special political missions through the Global Service Centre, including the United Nations facility in Valencia, Spain, and to provide technology-based solutions for the Department of Field Support, the Department of Peacekeeping Operations and field missions. The Division will also continue to support the implementation of Umoja in the field and IPSAS-enabling technologies already deployed in field missions.

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

Objective of the Organization: To observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) The Security Council is informed in a timely manner of non-compliance with its resolutions	Timely submission of observation reports to the Secretary-General

Strategy

4.31 The United Nations Truce Supervision Organization (UNTSO) was the first peacekeeping operation established by the Security Council, in its resolution 50 (1949), and continues to represent the commitment of the Council to assist in the implementation of the 1949 Armistice Agreements and their attendant ceasefires. In its resolution 73 (1949), the Council requested the Secretary-General to arrange for the continued service of such UNTSO personnel as might be required in observing and maintaining the ceasefire, as requested by the Council in its resolution 54

(1948), and as might be necessary in assisting the parties to the Agreements in the supervision of the application and observance of the terms of those Agreements.

4.32 The overall purpose of UNTSO is to observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements in accordance with the Security Council resolution 73 (1949).

4.33 The United Nations Truce Supervision Organization will continue to implement its current core functions under its mandate of observer deployment and liaison with regional authorities. It will provide trained military observers to the United Nations Disengagement Observer Force and the United Nations Interim Force in Lebanon to assist with the implementation of their respective mandates. It will maintain liaison offices in Egypt, with a minimum patrol capacity, and in Syrian Arab Republic and Lebanon. Its headquarters will perform the liaison function with Jordan and Israel.

4.34 The mission will continue to provide timely and accurate observation reports and analysis of political developments mission-wide, including of the safety and security situation. It will also continue to exercise command, administrative, logistical and security support to all outstations and liaison offices and at its headquarters in Jerusalem. It will continue to use the good offices of the head of mission to strengthen and improve the relationships between Israel and its neighbours. The mission will also continue to maintain and improve effective liaison with the ambassadorial and consular representatives of troop-contributing countries and with regional United Nations organizations. It will continue to develop contingency planning to address changes in the military and/or political situation in its area of operation.

2. United Nations Military Observer Group in India and Pakistan

Objective of the Organization: To monitor developments pertaining to ceasefire violations along the line of control in accordance with the mandate of the United Nations Military Observer Group in India and Pakistan contained in Security Council resolution 307 (1971)

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) United Nations Headquarters is informed of developments pertaining to the ceasefire in a timely manner through the conduct of field tasks by United Nations military observers in established field stations on both sides of the line of control	(i) Number of field tasks conducted with free and secure access to notified areas to the extent permitted by the host countries
	(ii) Percentage of incidents/violations reported to United Nations Headquarters in a timely manner
(b) Summaries of the investigations into all formal complaints of alleged ceasefire violation submitted to the United Nations Military Observer Group in India and Pakistan are duly shared with the parties	(i) Investigation of all complaints that can be investigated under the purview of the United Nations Military Observer Group in India and Pakistan to the extent permitted by the host countries
	(ii) Percentage of carried-out investigations, the summaries of which are shared with the parties

Strategy

4.35 The United Nations Military Observer Group in India and Pakistan will continue to provide timely and detailed reports on relevant developments in its area of operations in accordance with the implementation of its mandate.

4.36 The mission will continue to maintain military observers at all its operational field stations on both sides of the line of control, conduct efficient patrols and effective inspections and investigations of the alleged violations of the ceasefire and perform field tasks in the vicinity of the line of control from the field stations to the extent permitted by the host countries.

Legislative mandates

A. Peacekeeping operations

General Assembly resolutions

49/233 A and 52/230	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
57/290 B	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
65/310	Comprehensive review of the whole question of peacekeeping operations in all their aspects
69/287	Comprehensive review of the whole question of peacekeeping operations in all their aspects
69/307	Cross-cutting issues
69/308	Support account for peacekeeping operations 2015/16
70/6	Strengthening of the United Nations system
70/80	Assistance in mine action
70/247	Questions relating to the proposed programmed budget for the biennium 2016-2017
70/249	Programme budget for the biennium 2016-2017
70/268	Comprehensive review of the whole question of peacekeeping operations in all their aspects
70/286	Cross-cutting issues

Security Council resolution

2272 (2016)	United Nations peacekeeping operations

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

Security Council resolutions

50 (1948)	Cessation of hostilities in Palestine
54 (1948)	Situation in Palestine
73 (1949)	Armistice Agreements concluded by the parties involved in the conflict in Palestine

2. United Nations Military Observer Group in India and Pakistan

Security Council resolutions

39 (1948)	Establishment of a commission on the situation between India and Pakistan
47 (1948)	Restoration of peace and order in Jammu and Kashmir and the holding of a plebiscite
91 (1951)	Appointment of a United Nations Representative for India and Pakistan
307 (1971)	Observation of a durable ceasefire and cessation of hostilities in Jammu and Kashmir

Programme 5
Peaceful uses of outer space

Overall orientation

5.1 The purpose of the programme is the promotion of international cooperation in the exploration and peaceful uses of outer space for economic, social and scientific development, in particular for the benefit of developing countries. The legislative authority and direction of the programme is drawn from relevant General Assembly resolutions and the decisions of the Committee on the Peaceful Uses of Outer Space, which was established in 1959 by the Assembly in its resolution 1472 A (XIV).

5.2 The main responsibilities carried out by the Office for Outer Space Affairs under the programme are: provision of substantive secretariat services to the Committee on the Peaceful Uses of Outer Space and its subsidiary bodies; implementation of the United Nations Programme on Space Applications (resolutions 2601 A (XXIV) and 37/90); implementation of the programme of the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER) (resolution 61/110); discharging of the responsibilities of the Secretary-General under United Nations treaties and principles on outer space and related resolutions (resolutions 1721 B (XVI), 2222 (XXI), 2345 (XXII), 3235 (XXIX), 47/68, 59/115 and 62/101); and coordination of space-related activities within the United Nations system (resolution 3234 (XXIX)). The Office also serves as the executive secretariat of the International Committee on Global Navigation Satellite Systems and its Providers' Forum (resolutions 61/111 and 64/86) and draws additional mandates from other resolutions of the General Assembly, such as on transparency and confidence-building measures in outer space activities (resolutions 68/50, 69/38 and 70/53).

5.3 The Programme on Space Applications is mandated to promote greater cooperation and build capacity in space science and technology. The priorities of the Programme include building indigenous capability in the areas of basic space sciences, basic space technology and human space technology and promoting the global navigation satellite system and integrated space technology applications in the areas of global health, disaster management, climate change, humanitarian assistance, environmental monitoring and natural resource management.

5.4 The UN-SPIDER programme was established to provide universal access to all types of space-based information and services relevant to disaster management to support the full disaster management cycle. UN-SPIDER serves as a gateway to space-based information for disaster management support, a bridge to connect the disaster management and space communities and a facilitator of capacity-building and institutional strengthening, in particular for developing countries.

5.5 The International Committee on Global Navigation Satellite Systems was established to promote cooperation, as appropriate, on matters of mutual interest related to civil satellite-based positioning, navigation, timing and value added services.

5.6 The General Assembly, through its resolutions under the item entitled "International cooperation in the peaceful uses of outer space", annually guides the work of the programme.

5.7 The Office is also responsible for assisting States in building or enhancing their capacity in space law and policy, strengthening efforts at the national, regional and global levels, including among entities of the United Nations system and international space-related entities, to maximize the benefits of the use of space science and technology and related applications and promoting and raising awareness of the benefits of space to humankind, particularly through the commemoration of historical milestones and celebrations such as World Space Week and the International Day of Human Space Flight.

5.8 The fiftieth anniversary of the United Nations Conference on the Exploration and Peaceful Uses of Outer Space, to be held in 2018, is expected to provide further direction and guidance on the work of the programme.

Objective of the Organization: To further strengthen international cooperation among Member States and international entities in the conduct of space activities for peaceful purposes and the use of space science and technology and their applications towards achieving internationally agreed sustainable development goals

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Greater understanding, acceptance and implementation by the international community of the legal regime established by the United Nations to govern outer space activities	Increased number of actions taken by States and intergovernmental organizations in order to implement or adhere to the United Nations treaties and principles on outer space and related resolutions, including ratifications and treaty obligation compliance
(b) Strengthened capacity of countries, including developing countries and countries with economies in transition, in using space science and technology and related applications, including global navigation satellite systems, particularly in areas related to sustainable development	(i) Increased number of countries, in particular developing countries, receiving training, facilitated by the programme, in space science and technology and related applications (ii) Increased number of countries, in particular developing countries, receiving support in using space science and technology and related applications
(c) Increased coherence and synergy in the space-related work of entities of the United Nations system and of international, intergovernmental and non-governmental entities to advance human development and increase overall capacity development	Increased number of joint activities with United Nations system organizations and international, intergovernmental and non-governmental entities to strengthen capacity and use space science and technology and related applications

(d) Increased commitment of countries and relevant international and regional organizations in establishing and maintaining ways and means of accessing and developing the capacity to use all types of space-based information to support the full disaster management cycle	(i) Number of actions by countries and relevant international and regional organizations incorporating space-based information in existing or draft disaster risk reduction strategies, disaster management policies or emergency response protocols
	(ii) Increased number of countries, in particular developing countries, requesting and receiving systematic and continuous technical advisory assistance for using space-based solutions in disaster management plans and policies and in the implementation of risk reduction activities

Strategy

5.9 The strategy includes:

(a) Promoting greater awareness of and strengthening the capacity to implement the international legal regime governing outer space activities, including the development of national space legislation, and promoting increased capacity in and awareness of space law and policy and transparency and confidence-building measures in outer space activities;

(b) Strengthening the capacity, particularly of developing countries, in the use of space science and technology and related applications for sustainable development and increasing awareness of the benefits of space-based solutions in addressing societal needs;

(c) Using appropriate cooperation mechanisms and platforms for maximizing the use of positioning, navigation and timing services for sustainable development, including through the International Committee on Global Navigation Satellite Systems, which is a successful intergovernmental platform for cooperation, coordination and synergy;

(d) Assisting in consensus-building on cooperation in the peaceful uses of outer space among Governments and other stakeholders;

(e) Strengthening existing cooperative relationships and forging new partnerships to maximize the effective use of resources and identify new ways and means for making space capabilities more readily available to all users.

Legislative mandates

General Assembly resolutions

1472 A (XIV)	International cooperation in the peaceful uses of outer space
1721 B (XVI)	International cooperation in the peaceful uses of outer space
2222 (XXI)	Treaty on Principles Governing the Activities of States in the Exploration and Use of Outer Space, including the Moon and Other Celestial Bodies
2345 (XXII)	Agreement on the Rescue of Astronauts, the Return of Astronauts and the Return of Objects Launched into Outer Space
2453 (XXIII)	International cooperation in the peaceful uses of outer space
2601 A (XXIV)	International cooperation in the peaceful uses of outer space
3234 (XXIX)	International cooperation in the peaceful uses of outer space
3235 (XXIX)	Convention on Registration of Objects Launched into Outer Space
37/90	Second United Nations Conference on the Exploration and Peaceful Uses of Outer Space
47/68	Principles Relevant to the Use of Nuclear Power Sources in Outer Space
54/68	Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/2	Review of the implementation of the recommendations of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/115	Application of the concept of the "launching State"
61/110	United Nations Platform for Space-based Information for Disaster Management and Emergency Response
61/111	International cooperation in the peaceful uses of outer space
62/101	Recommendations on enhancing the practice of States and international intergovernmental organizations in registering space objects
64/86	International cooperation in the peaceful uses of outer space
65/271	International Day of Human Space Flight
68/50	Transparency and confidence-building measures in outer space activities
68/74	Recommendations on national legislation relevant to the peaceful exploration and use of outer space

69/38	Transparency and confidence-building measures in outer space activities
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/53	Transparency and confidence-building measures in outer space activities
70/82	International cooperation in the peaceful uses of outer space

Programme 6
Legal affairs

Overall orientation

6.1 The overall purpose of the programme is to support the accomplishment of the objectives of the United Nations by providing advice to the principal and subsidiary organs of the United Nations and by promoting among Member States a better understanding of and respect for the principles and norms of international law.

6.2 The mandate for the programme derives from the principal decision-making organs of the United Nations in accordance with the Charter of the United Nations and the Statute of the International Court of Justice.

6.3 The substantive responsibility for the programme is in the Office of Legal Affairs. It provides a unified central legal service for the Secretariat and the principal and subsidiary organs of the United Nations; supports the development of international justice; contributes to the progressive development and codification of international public and trade law and the promotion and strengthening of the international legal order for the seas and oceans; registers and publishes treaties; and performs the depositary functions of the Secretary-General.

6.4 The Office will provide legal advice and services, on request, to the decision-making organs of the United Nations and its Member States. It will aim to strengthen respect within the United Nations for the rule of law in international relations, in particular observance of the Charter and the resolutions, decisions, regulations, rules and treaties emanating from the Organization. As appropriate, attention will be given to incorporating a gender perspective into the work of the programme, including in the advice provided by the Office.

6.5 The Office will carry out its activities in cooperation with other departments and offices of the Secretariat, entities of the United Nations system and entities external to the United Nations, including treaty organizations; intergovernmental, interregional, regional and national organizations; non-governmental organizations; and academic communities. Such collaboration and cooperation include the following:

(a) Coordination of interdepartmental activities, liaison with United Nations organs dealing with legal matters, offices away from Headquarters and legal advisers or liaison officers assigned to field missions or other Secretariat units;

(b) Representation at and convening of meetings with legal advisers of the United Nations system and coordination of institutional arrangements for the specialized agencies and related organizations on matters of common concern;

(c) Representation of the Secretary-General and the Legal Counsel at meetings and conferences convened by the United Nations or sponsored by Governments, intergovernmental organizations and other international institutions.

Subprogramme 1
Provision of legal services to the United Nations system as a whole

Objective of the Organization: To enhance the respect for the rule of law and to support the development of international justice by the principal and subsidiary organs of the United Nations

Expected accomplishment of the Secretariat	*Indicator of achievement*
(a) Effective functioning of the principal and subsidiary organs of the United Nations in accordance with international law, including the United Nations legal regime, and supporting international justice mechanisms, as mandated	(i) Maintenance of a high percentage of legal instruments finalized in respect of the activities of the United Nations (ii) Number of pieces of advice on questions relating to the interpretation and application of the Charter of the United Nations, legal agreements, United Nations resolutions and general questions of public international law to ensure uniform and consistent practice of the law

Strategy

6.6 The subprogramme is implemented by the Office of the Legal Counsel. The Office will assist principal and subsidiary organs of the United Nations through the provision of legal advice upon request, the preparation of reports and analyses and participation in meetings. With respect to a broad range of international matters, including matters of international peace and security, that includes advice on the interpretation of the Charter, resolutions, rules and regulations of the United Nations and treaties, and covers questions such as sanctions, commissions of inquiry, expert groups, privileges and immunities, relations with host countries and special political missions. Legal advice will be provided on questions of public international law, including international human rights, humanitarian and criminal law. Legal advice will also be provided to treaty bodies institutionally linked to the United Nations, upon request. Advice will be provided on constitutional, credentials and membership issues, as well as on the interpretation and application of the rules of procedure of principal and subsidiary organs. The Office will assist the Secretary-General in discharging his statutory responsibilities relating to the International Court of Justice. The Office will seek to ensure that legal advice provided by other legal offices and legal officers within the system is coordinated and consistent. The Office will work closely with principal and subsidiary organs of the United Nations to ensure that advice is clear, accurate and effective, and engage in necessary follow-up to support the implementation of resulting decisions, if requested.

6.7 Legal advice and services will be provided to United Nations peacekeeping operations on their mandates, protection of civilians strategies, status-of-forces and status-of-mission agreements, as well as on other instruments, including rules of engagement, standard operating procedures and directives on the use of force by military and police components. Assistance for peacemaking efforts of special political and peacekeeping missions will also be provided in the negotiation and preparation of legal instruments.

6.8 The subprogramme will support the development of international justice and contribute to efforts to eradicate impunity. The Office will work to ensure that, as subsidiary organs of the Security Council, the International Tribunal for the Former Yugoslavia (should it not have completed its work) and the International Residual Mechanism for Criminal Tribunals operate in their administrative activities in accordance with the Charter, regulations, rules and policies of the United Nations. The Office will provide ongoing support to the Residual Special Court for Sierra Leone, the Extraordinary Chambers in the Courts of Cambodia and the Special Tribunal for Lebanon. It will advise the international and internationally assisted tribunals on legal issues arising from their relationships with States and host countries, and the principal and subsidiary organs of the Organization on legal aspects of the activities of and relations with the tribunals.

6.9 The Office will continue to carry out secretariat and representational functions for organs and bodies falling within its competence, including the Credentials Committee of the General Assembly, the Committee on Relations with the Host Country and, as appropriate, ad hoc working groups of the Security Council and the Sixth Committee.

6.10 The Secretary-General, as the custodian of the Headquarters Agreement, shall reinforce the implementation of the Agreement, in particular its article IV, section 11 and section 13 (a), governing the host country's legal obligation to grant entry visas to the officials of all Member States attending United Nations meetings, in accordance with paragraph 107 of the report of the Committee for Programme and Coordination, as endorsed by the General Assembly in its resolution 65/244.

Subprogramme 2
General legal services provided to United Nations organs and programmes

Objective of the Organization: To protect the legal interests of the Organization

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Maximization of the protection of the legal interests of the Organization	The absence of instances in which, unless waived, the status and privileges and immunities of the Organization are not maintained
(b) Minimization of the legal liabilities of the Organization	The total amount of the Organization's legal liability for resolved claims is minimized compared with the total amount claimed against the Organization

Strategy

6.11 The subprogramme is implemented by the General Legal Division. Legal services are provided to the Organization, including offices away from Headquarters, the separately administered funds and programmes and field missions. Those services involve: (a) providing advice on the interpretation of certain Articles of the Charter, General Assembly resolutions and decisions, the regulations, rules and mandates of programmes and activities and other administrative issuances; (b) participating in meetings of the Secretariat and other bodies, including the Headquarters Committee on Contracts, the Visa Committee, the Property Survey Board, the Board of the United Nations Joint Staff Pension Fund and the Claims Board; and (c) legally representing the Secretary-General and the Organization, as appropriate, in various forums.

6.12 Legal services are provided for: (a) peacekeeping operations through commercial and other arrangements with Governments, other United Nations agencies, other international organizations and other field actors for transportation, rations, logistics, personnel and equipment; (b) the Organization's procurement activities and contracting requirements, including information and communications technology requirements, residual matters arising from the capital master plan and new matters related to the strategic heritage plan of the United Nations Office at Geneva; (c) institutional arrangements for technical assistance and development, including to the funds and programmes, for establishing cooperation programmes, and for developing new institutional modalities for operational activities and for cooperating with outside entities, including business and not-for-profit sectors, to achieve the objectives of the United Nations; (d) enhancing accountability measures, including through procedural advice and substantive action relating to internal sanctions and external enforcement action against United Nations officials and third parties responsible for fraud, corruption or other misconduct or crimes; referring appropriate cases to national investigative authorities and providing assistance to investigations and prosecutions; and by ensuring that the Organization's legal and restitutive interests resulting from such conduct are protected; (e) resolving disputes of a private law character involving the operations of the Organization, its organs or its separately administered funds and programmes; settling or otherwise amicably resolving such disputes; and representing the Organization in settlement negotiations and arbitral proceedings to meet the Organization's legal obligations to provide an appropriate mode of settlement; and (f) matters relating to developing the human resources management framework; minimizing legal liability arising from the implementation of the revised staff regulations and rules and the mobility and staff selection system; and reforming and updating the staff, financial and programme planning regulations and rules and other administrative issuances of the Organization.

6.13 The Division represents the Secretary-General before the United Nations Appeals Tribunal in cases involving both the Secretariat and the separately administered funds and programmes. It also provides legal services to the offices representing the Secretary-General before the United Nations Dispute Tribunal by identifying trends in the judgements of the Dispute Tribunal, coordinating legal strategies for such representation and formulating consistent legal arguments. In coordination with the Office of the Legal Counsel, the Division liaises with appropriate host Government authorities and other host countries to ensure that the international intergovernmental status of the Organization and its related privileges and immunities are maintained.

Subprogramme 3
Progressive development and codification of international law

Objective of the Organization: Progressive development and codification of international law

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Progress in the formulation of legal instruments	Percentage of legal instruments under preparation that advanced to a higher level of progress
(b) Wider appreciation and understanding of international law	(i) High level of satisfaction rating from the participants responding to the survey on international law training activities
	(ii) Increasing number of end users of legal publications, training materials, documents and information disseminated in hard copy and online in various languages, in accordance with current practice
	(iii) Improved regional balance among the regional courses in international law
	(iv) Increased number of beneficiaries of the training and fellowship programmes
	(v) Timely issuance of legal publications, including hard copies, in accordance with current practice
	(vi) Increased number of Audiovisual Library of International Law users in developing countries

Strategy

6.14 Substantive responsibility for the implementation of the subprogramme is vested in the Codification Division. The types of activities to be undertaken will include research on topics of international law, preparation of background documents, analytical studies and draft reports of a substantive nature for the bodies concerned, legal advice and assistance in the conduct of proceedings and in the drafting of legal instruments, resolutions and decisions.

6.15 Substantive support will be provided to the Sixth Committee of the General Assembly and its working groups in its consideration of relevant instruments or, as the case may be, use by States of the procedures envisaged by the relevant resolutions of the Assembly. Substantive support will also be provided to special and ad hoc committees, as well as to the International Law Commission and its Special Rapporteurs.

6.16 The United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law will be implemented to promote a better knowledge of international law as a means of strengthening international peace and security and promoting friendly relations among States through: (a) the preparation of major legal publications, such as the *United Nations Juridical Yearbook*; the *United Nations Legislative Series*; the *Reports of International Arbitral Awards*; the *Summaries of Judgments, Advisory Opinions and Orders of the International Court of Justice*; the *Work of the International Law Commission*; proceedings of codification conferences; ad hoc publications on public international law; and study materials for training courses; as well as the coordination of the preparation of the *Repertory of Practice of United Nations Organs*; and the provision of advice on the *Yearbook of the International Law Commission*; (b) the planning, organizing and conducting of international law training courses and seminars, including the International Law Fellowship Programme and the regional courses in international law, especially for developing countries; (c) the dissemination of legal publications and information in hard copy to facilitate legal research, particularly in developing countries, supplemented by electronic dissemination thereof through websites; and (d) the further development of the Audiovisual Library of International Law as a global online training and research facility, including the Lecture Series, the Historic Archives and the Research Library.

Subprogramme 4
Law of the sea and ocean affairs

Objective of the Organization: To promote and strengthen the law of the sea for the peaceful use of the oceans and sustainable development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased participation of States in, and effective implementation and application of, the United Nations Convention on the Law of the Sea and the related implementing agreements	(i) Increased number of States parties to the Convention and its implementing agreements
	(ii) Increased number of deposits of charts and lists of coordinates under the United Nations Convention on the Law of the Sea
	(iii) Increased number of submissions actively considered by the Commission on the Limits of the Continental Shelf
(b) Enhanced cooperation and coordination among stakeholders in relation to ocean and coastal issues	(i) Increased number of joint activities carried out by the Division for Ocean Affairs and the Law of the Sea, with United Nations system organizations and other bodies, including through UN-Oceans

	(ii) Increased number of cooperative activities, supported by the Division for Ocean Affairs and the Law of the Sea, between and among States and other stakeholders, including those aimed at contributing to the sustainable development of the oceans and seas, such as the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects, the conservation and sustainable use of marine living resources and marine biodiversity of areas beyond national jurisdiction
(c) Enhanced understanding of, and/or familiarity with, the law of the sea and related legislative and policy frameworks	Increased percentage of feedback from States and other entities indicating satisfaction with technical assistance and capacity-development activities

Strategy

6.17 The subprogramme is implemented by the Division for Ocean Affairs and the Law of the Sea.

6.18 The Division will continue to perform the functions of the Secretary-General under the United Nations Convention on the Law of the Sea and the related agreements, as well as relevant General Assembly resolutions. The Division will provide information, analysis and advice to States, international organizations and other stakeholders on the uniform and consistent application of the provisions of the Convention and the related agreements. States will also be assisted in identifying emerging issues of ocean affairs to be addressed within the framework of the Convention and the related agreements.

6.19 The Division will continue to assist the Commission on the Limits of the Continental Shelf in its consideration of submissions, and to advise States, in particular developing States, on the preparation of those submissions and of the proceedings before the Commission. It will also continue to provide enhanced support to the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects, as its secretariat. In addition, the Division will continue to engage in activities aimed at enhancing the peaceful use and sustainable development of oceans and seas, including the conservation and sustainable use of both marine living resources and marine biodiversity of areas beyond national jurisdiction.

6.20 The Division will continue to assist States in developing and strengthening the capabilities required for the effective exercise of their rights and the fulfilment of their obligations under the Convention and related agreements, including through fellowship programmes, other capacity-building activities and the management of trust funds.

6.21 The Division will continue to facilitate the annual consideration of developments related to the law of the sea and ocean affairs and, inter alia, to provide substantive, administrative and technical support to: (a) the Meeting of States Parties to the Convention; (b) meetings on the United Nations Fish Stocks Agreement; (c) the General Assembly, including through reports, and meetings on its resolutions on oceans and the law of the sea and on sustainable fisheries; (d) the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea; (e) meetings relating to the conservation and sustainable use of marine biological diversity beyond areas of national jurisdiction; (f) meetings on the Regular Process; and (g) other mandated meetings.

6.22 The Division will contribute to the work of United Nations and non-United Nations bodies dealing with oceans-related issues. As focal point for UN-Oceans, the Division will facilitate inter-agency cooperation and coordination.

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

Objective of the Organization: Progressive improvement, harmonization, understanding, knowledge, interpretation and application of international trade law and coordination of the work of international organizations active in that field

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective progress towards the modernization of trade law and practices and reduction of legal uncertainties and obstacles posed by inadequate and disparate laws or conflicting interpretation and application of laws	(i) Increased number of legislative decisions (ratifications and national enactments) based on texts of the United Nations Commission on International Trade Law (UNCITRAL)
	(ii) Increased number of judicial and arbitral decisions based on UNCITRAL texts
(b) Increased awareness and understanding of international trade law issues and reliance on UNCITRAL standards	(i) Increased number of publications or databases referring to the work and mentioning texts of UNCITRAL
	(ii) Increased number of visitors to the UNCITRAL website
(c) Improved coordination and cooperation among international organizations active in the field of international trade law	Increased number of joint activities that incorporate reference to UNCITRAL trade law standards
(d) Improved functioning of UNCITRAL	Increased responsiveness of Member States and other bodies to the survey or other indication of their satisfaction with the services provided

Strategy

6.23 Substantive responsibility for the subprogramme is vested in the International Trade Law Division.

6.24 The United Nations Commission on International Trade Law, codification conferences and related intergovernmental working groups will receive substantive support. Services to UNCITRAL will include research on international trade law, the preparation of studies and policy papers and legal advice and assistance in the conduct of intergovernmental negotiations and in the drafting of decisions, amendments and proposals. The Division will assist the Commission in drafting for Governments universally acceptable legislative and non-legislative texts (treaties, model laws, legislative guides, recommendations) in areas where the Commission determines that modernization or harmonization is desirable and feasible. To that effect, a specialized library will be maintained.

6.25 Legislative activity, while most important as the basis for other work, cannot alone achieve the goal of harmonization, namely: the adoption and use of UNCITRAL standards in practice. The UNCITRAL secretariat remains as it was in the 1970s, when no or very few UNCITRAL standards existed. In contrast, some 30 UNCITRAL legal standards are currently in need of promotion. The consequence is that non-legislative activities are underserved in terms of recognition, time and resources and are ultimately affected, and the implementation of UNCITRAL texts still needs to be improved. The strategy will be to increase involvement of the Commission, the working groups and the secretariat beyond legislative drafting and into technical assistance and cooperation coordination — a holistic approach involving the full life cycle of an UNCITRAL text. As a practical consequence, working group and Commission sessions should consider legislative development and technical assistance activities (both involving coordination and cooperation).

6.26 In view of the above approach, the growing need for commercial law reform in the various areas of the Commission's work, and the increasing demand for legislative technical assistance (in particular in developing countries and countries with economies in transition), the Division will focus on more active promotion of UNCITRAL texts, technical assistance for legislative work and training. Assistance will be based on requests from States and regional organizations and take the form of briefings to officials, training and direct assistance in drafting instruments enacting uniform law texts, supported by commentaries, guides to enactment and information notes prepared by the Division. It will assist professional associations and academic institutions (especially in developing countries and countries with economies in transition) in promoting modern business practices and teaching international trade law. Effective and sustainable delivery of those activities will require their integration into strengthened and coordinated United Nations rule of law activities, adequate resources and increased partnerships with States and non-governmental organizations, including the private sector. The Division will continue to prioritize such activities, and to seek external resources and partners — including UNCITRAL members and observers — to service those that cannot be serviced internally. Priorities will be set in terms of topics rather than working groups (bearing in mind the need to also promote standards not linked with a currently active working group). Outreach to Member States through UNCITRAL regional offices will be further explored.

6.27 The Division will pursue, in cooperation with regional organizations, harmonization on the basis of universal texts of the Commission, drafting legislative models for use by international and national organizations when developing standard texts for use by their members in modernizing trade legislation. Attention will be given to issues arising from the increasing importance of electronic commerce in international trade. The UNCITRAL website will be maintained in all six official United Nations languages and its content expanded.

6.28 Regional economic integration organizations, and those for particular industrial sectors, are increasingly formulating rules and standards for international trade. The Division will monitor and analyse their work to assist the Commission, as the core legal body within the United Nations system in the field of international trade law, in its mandate to coordinate legal activities in that field. The aim is to avoid duplication of effort and promote efficiency, consistency and coherence in the modernization and harmonization of the law.

6.29 Users of the Commission's legal texts will receive information on judicial and arbitral application and interpretation thereof, in all official United Nations languages, in the form of abstracts of court decisions and arbitral awards. The Division will facilitate the use of uniform law by: (a) providing updated digests of case law interpreting UNCITRAL texts; and (b) disseminating information on the implementation of the Convention on the Recognition and Enforcement of Foreign Arbitral Awards and promoting its uniform interpretation. Particular attention will be paid to the growing need for uniform interpretation of international legal standards, resulting from their increasing use in numerous jurisdictions. The Division will continue to explore means of responding to that demand through its efforts to support harmonization of international trade law, both in its enactment and in its everyday use by courts and tribunals. Such a response will require a robust reporting mechanism.

Subprogramme 6
Custody, registration and publication of treaties

Objective of the Organization: Wider awareness of and participation in treaties concluded under the auspices of the United Nations and deposited with the Secretary-General, as well as registration and publication of treaties under Article 102 of the Charter, and actions relating to those treaties

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved access to treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related treaty actions submitted for registration and publication with the Secretariat	(i) Actions relating to treaties to be deposited with the Secretary-General are processed and made available online in a timely manner (ii) Treaties and actions are registered and related information made available online in a timely manner (iii) Increased number of page views on the Treaty Section website

(b) Ongoing State participation in the international treaty framework	Continuous receipt of treaties and actions for deposit with the Secretary-General and for registration
(c) Enhanced familiarity with and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties	(i) Continuous requests for depositary and registration-related information and advice from States, United Nations offices, specialized agencies and treaty bodies (ii) Increased percentage of participants who indicate their satisfaction with the training on treaty law and practice

Strategy

6.30 Substantive responsibility for the implementation of the subprogramme is vested in the Treaty Section. The Section will undertake the depositary functions of the Secretary-General for over 560 multilateral treaties, and the registration and publication of approximately 2,000 treaties and treaty actions per year under Article 102 of the Charter; provide timely and accurate information relating to deposited treaties and registered treaties and related actions; provide assistance and advice to Member States, specialized agencies, United Nations offices, treaty bodies and other entities on treaty law, including final clauses of treaties, the depositary practice, and the registration of treaties; and prepare and revise related publications.

6.31 The Treaty Section will continue its computerization programme to respond most effectively to the needs of Member States, in particular with respect to the comprehensive electronic database containing up-to-date depositary and registration information; the electronic dissemination of treaty-related information, including online access; and the enhancement of the database workflow system; and will continue to update, enhance and develop the online United Nations Treaty Collection. In that regard, the Treaty Section will offer user access to new treaty reporting tools and make its website mobile-friendly.

6.32 The Section will promote wider participation in the multilateral treaty framework through treaty events and assistance to States on technical and legal aspects relating to participation in treaties deposited with the Secretary-General and registration of treaties, including through training seminars.

Legislative mandates

Subprogramme 1
Provision of legal services to the United Nations system as a whole

Provisions of the Charter of the United Nations

Article 104 of the Charter of the United Nations

Article 105 of the Charter of the United Nations

General Assembly resolutions

13 (I)	Organization of the Secretariat [Establishment of a Legal Department]
22 (I)	Privileges and Immunities of the United Nations
2819 (XXVI)	Security of missions accredited to the United Nations and safety of their personnel and establishment of the Committee on Relations with the Host Country

Subprogramme 2

General legal services provided to United Nations organs and programmes

Provisions of the Charter of the United Nations

Article 104 of the Charter of the United Nations

Article 105 of the Charter of the United Nations

General Assembly resolutions

13 (I)	Organization of the Secretariat [Establishment of a Legal Department]
22 (I)	Privileges and Immunities of the United Nations
70/112	Administration of justice at the United Nations

Subprogramme 3

Progressive development and codification of international law

Provisions of the Charter of the United Nations

Article 13 of the Charter of the United Nations

General Assembly resolutions

174 (II)	Establishment of an International Law Commission
487 (V)	Ways and means for making the evidence of customary international law more readily available
987 (X)	Publication of the documents of the International Law Commission
3006 (XXVII)	*United Nations Juridical Yearbook*
68/104	Responsibility of States for internationally wrongful acts
68/113	Diplomatic protection
68/114	Consideration of prevention of transboundary harm from hazardous activities and allocation of loss in the case of such harm
68/118	The law of transboundary aquifers
68/254	Administration of justice at the United Nations

69/120	Status of the Protocols Additional to the Geneva Convention of 1949 and relating to the protection of victims of armed conflicts
69/121	Consideration of effective measures to enhance the protection, security and safety of diplomatic and consular missions and representatives
69/125	Effects of armed conflicts on treaties
69/126	Responsibility of international organizations
70/114	Criminal accountability of United Nations officials and experts on mission
70/116	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law
70/117	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
70/118	The rule of law at the national and international levels
70/119	The scope and application of the principle of universal jurisdiction
70/120	Measures to eliminate international terrorism
70/236	Report of the International Law Commission on the work of its sixty-seventh session

Subprogramme 4
Law of the sea and ocean affairs

United Nations Convention on the Law of the Sea

Articles 16 (2), 47 (9), 63 (2), 64, 75 (2), 76 (9), 84 (2), 116-119, 287 (8), 298 (6), 312, 313 (1), 319 (1) and 319 (2); articles 2 (2), 2 (5) and 6 (3) of annex II; articles 2 and 3 (e) of annex V; article 4 (4) of annex VI; article 2 (1) of annex VII; and article 3 (e) of annex VIII

United Nations Fish Stocks Agreement

Articles 26 (1) and 36

General Assembly resolutions that have been adopted annually on the law of the sea and sustainable fisheries, of which the most recent are:

70/75	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
70/235	Oceans and the law of the sea

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

General Assembly resolution

2205 (XXI)	Establishment of the United Nations Commission on International Trade Law

General Assembly resolutions that have been adopted on the work of the United Nations Commission on International Trade Law, of which the most recent is:

70/115	Report of the United Nations Commission on International Trade Law on the work of its forty-eighth session

Subprogramme 6
Custody, registration and publication of treaties

Provisions of the Charter of the United Nations

Article 102 of the Charter of the United Nations

General Assembly resolutions

23 (I)	Registration of treaties and international agreements
24 (I)	Transfer of certain functions, activities and assets of the League of Nations
97 (I)	Registration and publication of treaties and international agreements: regulations to give effect to Article 102 of the Charter of the United Nations
364 (IV)	Registration and publication of treaties and international agreements
482 (V)	Registration and publication of treaties and international agreements
33/141	Registration and publication of treaties and international agreements pursuant to Article 102 of the Charter of the United Nations
51/158	Electronic treaty database
54/28	United Nations Decade of International Law
68/110	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law
70/118	The rule of law at the national and international levels

Programme 7
Economic and social affairs

Overall orientation

7.1 The overall objective of the programme is to promote and support international cooperation in the pursuit of sustainable development for all. While focused on tackling interlinked challenges in the economic, social and environmental fields, the programme also seeks to contribute to a mutually reinforcing relationship among the three pillars of the United Nations: peace and security, development and human rights.

7.2 The programme, which is under the responsibility of the Department of Economic and Social Affairs, ensures complementarity and synergy among its nine subprogrammes. Its key programmatic thrusts are: (a) to provide substantive support to the bodies established under the Charter of the United Nations dealing with development issues, namely, the General Assembly, the Economic and Social Council and its related functional commissions, and expert bodies; (b) to monitor and analyse development trends, prospects and policy issues globally; and (c) to provide support for capacity development in policy formulation and implementation, in particular in relation to the implementation of the 2030 Agenda for Sustainable Development, including the Sustainable Development Goals, through, inter alia, the implementation of the regular programme of technical cooperation and United Nations Development Account projects.

7.3 In the biennium 2018-2019, the programme will continue to mobilize and provide practical support to help to translate the development commitments into action. To further enhance its key programmatic thrusts, it will focus on the delivery of the following functions: (a) monitoring, research and analysis of development issues and emerging challenges, including through support for the global statistical system; (b) normative and policy support for United Nations intergovernmental processes; (c) assistance in capacity development to support, as requested, the implementation of global conference outcomes at the country level; and (d) fostering collaboration and partnerships within the United Nations system and with civil society and the private sector, while ensuring proper accountability and oversight by Member States. Increased attention will be given to the capacity development needs of the least developed countries, small island developing States and countries emerging from conflict.

7.4 The programme has placed development issues at the centre of global deliberations and helped Member States to forge a shared vision of development, as identified in the outcomes of major United Nations conferences and summits. The programme will continue to support the implementation of the 2030 Agenda for Sustainable Development, including the Sustainable Development Goals, and its follow-up process, as well as the follow-up to and implementation of the outcomes of the Addis Ababa Action Agenda on financing for development.

7.5 Fulfilling those functions requires strengthened analytical and monitoring capacity to identify and address emerging issues and cross-cutting policy challenges and to support both national development strategies and accountability and monitoring mechanisms at the intergovernmental level. Strategic integration is also essential to promoting a coherent and coordinated implementation process in advancing the 2030 Agenda for Sustainable Development, including the Sustainable Development Goals. This includes enhancing horizontal linkages across the subprogrammes to facilitate more effective and flexible support for Member States in pursuing the 2030 Agenda, including the Sustainable Development Goals, in cooperation with entities of the Executive Committee on Economic and Social Affairs, to which the programme provides strategic support and ensures its stronger linkages with the United Nations Development Group, other executive committees and various other partners.

7.6 The programme will continue to emphasize the mainstreaming of gender perspectives into its subprogrammes.

Subprogramme 1
Economic and Social Council support and coordination

Objective of the Organization: To advance the roles of the General Assembly and the Economic and Social Council, in accordance with the Charter of the United Nations and relevant General Assembly resolutions, in the integrated and coordinated implementation of and follow-up to the outcomes of the United Nations conferences in the economic, social and related fields, including the internationally agreed development goals, such as the Sustainable Development Goals, and the Addis Ababa Action Agenda

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened role of the General Assembly and the Economic and Social Council in facilitating and monitoring progress towards the implementation of the internationally agreed development goals, including the Sustainable Development Goals, and in reinforcing the linkages between global policy discussion and national efforts to achieve those goals, including through the high-level political forum on sustainable development	(i) Increased percentage of Member States that respond to surveys expressing satisfaction with the support and servicing of the intergovernmental process, including the quality of the reports of the Secretary-General that incorporate the three dimensions of sustainable development and the incorporation of gender dimensions into the work of the Council
	(ii) Increased percentage of responses to surveys of the quadrennial comprehensive policy review by Member States and representatives of the United Nations development system in the preparatory work of the operational activities segment and in the related activities of the segment itself
	(iii) Increased percentage of Member States and relevant United Nations agencies, funds and programmes that engage in the policy discussions of the Economic and Social Council on global development emergencies and crises

	(iv) Increased percentage of national focal points involved in United Nations country-level work participating in the operational activities segment
	(v) Increase in the number of stakeholders participating in the Development Cooperation Forum
(b) Enhanced role of the Economic and Social Council in guiding its subsidiary bodies and in promoting coordination and coherence in the activities of the United Nations system in support of all relevant aspects of the 2030 Agenda for Sustainable Development and the outcomes of the Addis Ababa Action Agenda on financing for development	(i) Increased percentage of references to the main theme of the Economic and Social Council in the official documents of its subsidiary bodies
	(ii) Increased percentage of subsidiary bodies of the Economic and Social Council that adopt resolutions/decisions in response to the Council's policy coordination initiatives
	(iii) Increased percentage of United Nations system organizations that have aligned the cycle of their strategic plans with the General Assembly quadrennial comprehensive policy review time frame
	(iv) Increased percentage of adherence by the United Nations development system to the overall guidance provided by the quadrennial comprehensive policy review, particularly on the simplified process and improved evaluative reporting
	(v) Increased substantive contributions to the deliberations of the Economic and Social Council by multi-stakeholders, including non-governmental organizations (NGOs) in consultative status with the Council
	(vi) All subsidiary bodies of the Economic and Social Council take action in response to its policy coordination initiatives and documents, where appropriate
	(vii) Increase in the number of subsidiary bodies and United Nations funds and programmes and specialized agencies that provide recommendations and technical guidance on how the Economic and Social Council can integrate their perspectives into the larger picture of sustainable development

	(viii) Increase in the number of United Nations system organizations preparing an action plan for the implementation of General Assembly and Economic and Social Council guidance on operational activities for development and developing strategic plans according to the General Assembly quadrennial comprehensive policy review
(c) Enhanced role of the Economic and Social Council in the area of post-conflict reconstruction and the promotion of peaceful and inclusive societies for sustainable development	(i) Increase in the number of recommendations and decisions of the Economic and Social Council on long-term development situations of post-conflict countries
	(ii) Increased number of meetings in which the Economic and Social Council mainstreams peacebuilding issues

Strategy

7.7 The Office for Economic and Social Council Support and Coordination is responsible for the subprogramme. The strategy will include:

(a) Strengthening the role of the Economic and Social Council as the principal body for coordination, policy review, policy dialogue and recommendations on economic, social and environmental issues, through policy guidance, and the promotion of coherence and coordination in the follow-up to and review of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda on financing for development, with adequate consideration given to gender equality;

(b) Promoting policy coherence and effectiveness among the development activities of different development actors and strengthening the links between the normative and operational work of the United Nations, and contributing to enhanced monitoring and accountability with respect to development cooperation commitments, through the Development Cooperation Forum;

(c) Enhancing the role of the Economic and Social Council in the balanced integration of the economic, social and environmental dimensions of sustainable development through its integration segment;

(d) Engaging a wider number of stakeholders through the youth and partnership forum;

(e) Assisting the General Assembly and the Economic and Social Council in providing strategic guidance to the United Nations development system on operational activities for development;

(f) Promoting policy dialogue on interrelated economic and social issues through special meetings with international financial and trade institutions;

(g) Promoting policy dialogue through special meetings on global development emergencies or crises;

(h) Supporting the Committee on Non-Governmental Organizations and facilitating the contribution of civil society to the work of the Economic and Social Council in the work and activities of the United Nations;

(i) Promoting a comprehensive and integrated approach to the follow-up to and implementation of the major United Nations conferences and summits, especially the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda, in the work of the high-level political forum and the subsidiary bodies of the Economic and Social Council, by supporting the Council's oversight and coordination role over the work of its subsidiary bodies and its functional commissions;

(j) Strengthening the engagement of the Economic and Social Council with relevant stakeholders in the private sector and civil society, including academic communities and the media.

Subprogramme 2
Social policy and development

Objective of the Organization: To strengthen international cooperation in the area of social development and promote greater social inclusion and well-being for all

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced common understanding, resolutions and actions at the intergovernmental level on effective policy frameworks for achieving social inclusion and well-being for all	(i) Increased percentage of recommendations, as presented in reports of the Secretary-General, used in the formulation of resolutions, decisions and agreed conclusions
	(ii) Increased percentage of gender-sensitive recommendations used in the formulation of resolutions, decisions and agreed conclusions
(b) Increased knowledge of and acquired skills for implementing social policies at the national and community levels with a view to strengthening the capacity of Member States in this regard	(i) Increase in the number of national personnel trained to implement social policies at the national and community levels and the number of persons declaring intent to use the knowledge and skills acquired in their work
	(ii) Percentage of trained personnel responding to follow-up questionnaires indicating use of the knowledge and/or skills received to formulate or implement national policies and programmes

(c) Increased awareness by Governments, civil society, the United Nations system and the private sector of social development analysis	(i) Increased number of parallel events, hosted by Governments, civil society and other entities of the United Nations system, during the intergovernmental processes serviced by the Division for Social Policy and Development (ii) Increased number of events hosted by the Division, in partnership with other stakeholders, on issues relating to social development (iii) Increase in the number of visits to and downloads from the website of the Division for Social Policy and Development to obtain United Nations research and analysis information (iv) Increase in the number of citations of the two flagship reports of the Division in major international newspapers and academic journals, as well as in publications of other entities of the United Nations system

Strategy

7.8 The Division for Social Policy and Development is responsible for the subprogramme. The strategy will include:

(a) Facilitating and effectively supporting the deliberations, actions and functioning of intergovernmental and expert bodies, including the Commission for Social Development, the United Nations Permanent Forum on Indigenous Issues, the Open-ended Working Group on Ageing, the Conference of States Parties to the Convention on the Rights of Persons with Disabilities, the Economic and Social Council and the General Assembly, including by facilitating agreements on policy recommendations for eradicating poverty, generating employment, reducing inequality, promoting social integration and directing increased attention to the social pillar of sustainable development;

(b) Promoting greater awareness of, support for and implementation of: (i) the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the outcomes of the World Summit for Social Development, the twenty-fourth special session of the General Assembly and other commitments from United Nations conferences and summits relating to social development; (ii) mandates contained in major international instruments and action plans, such as the Convention on the Rights of Persons with Disabilities, the outcome document of the High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities, the United Nations Declaration on the Rights of Indigenous Peoples, the Madrid International Plan of Action on Ageing and the World Programme of Action for Youth; (iii) the follow-up to the International Year of

Cooperatives, 2012, and the International Year of the Family; (iv) the Second United Nations Decade for the Eradication of Poverty; (v) the social dimensions of the New Partnership for Africa's Development; (vi) the United Nations system-wide action plans on youth and indigenous peoples; (vii) the follow-up to the outcomes of the high-level plenary meeting of the General Assembly held in 2014, known as the World Conference on Indigenous Peoples; and (viii) other relevant decisions of the General Assembly and Economic and Social Council;

(c) Promoting understanding of and support for emerging issues in social policy and development, and directing increased attention to the effective integration into policymaking of the social dimension of sustainable development, through research, analysis, technical assistance and reporting on policy options, in close collaboration and coordination with other United Nations entities, with a view to presenting evidence-based policy recommendations to Member States;

(d) Providing advisory services, training activities and other capacity development activities to enhance the skills and knowledge of national stakeholders to develop and implement social policies and programmes;

(e) Raising civil society awareness and participation in social policy and development, and facilitating civil society support for the work of the United Nations on social development;

(f) Facilitating deliberations and actions of the high-level political forum on sustainable development, the Permanent Forum on Indigenous Issues, the Conference of States Parties to the Convention on the Rights of Persons with Disabilities, the Economic and Social Council and the General Assembly; facilitating agreements on policy recommendations for eradicating poverty, generating employment, reducing inequality and promoting social integration; and directing increased attention to the social pillar of sustainable development.

Subprogramme 3
Sustainable development

Objective of the Organization: To accelerate the implementation of the Sustainable Development Goals, targets and commitments, in accordance with the internationally agreed development goals, including those contained in the 2030 Agenda for Sustainable Development, and the commitments in the Addis Ababa Action Agenda

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective review of an agreement by Member States on actions to advance the implementation of agreed outcomes of major United Nations conferences on sustainable development, particularly the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda and the United Nations Conference on Sustainable Development	(i) Increased number of policy recommendations in the Secretary-General's reports, publications and studies that are included in high-level political forum declarations and resolutions of the General Assembly and the Economic and Social Council

	(ii) Increased percentage of Member States responding to surveys acknowledging a high level of satisfaction with the support and servicing of intergovernmental processes, including activities relating to follow-up and reviews, consensus-building, partnerships and voluntary commitments, policy analysis and the participation of major groups and other relevant stakeholders
(b) Enhanced implementation of sustainable development strategies by developing countries, including small island developing States, to formulate and implement strategies, policies, frameworks and programmes in support of sustainable development, with a special focus on gender equality and the empowerment of women and new partnerships	(i) Increased percentage of Member States assisted by the Division for Sustainable Development that have launched policy initiatives, partnerships and plans of action for achieving sustainable development goals
	(ii) Increased percentage of national civil servants, disaggregated by sex, responding to surveys expressing the usefulness of the analytical tools provided in the capacity-building training to effectively support the implementation of their programmes and plans of action for sustainable development
(c) Enhanced capacity of developing countries, including small island developing States and countries with economies in transition, to formulate and implement strategies, policies, frameworks and programmes in support of sustainable development, with a special focus on gender equality and empowerment of women	(i) Increased number of references to the Global Sustainable Development Report in government-issued statements, scientific journals and media reports
	(ii) Increased percentage of participants from Member States providing positive feedback on the support provided by the Secretariat
(d) Increased accessibility of information, understanding and knowledge of policy options, practical measures and concrete actions needed for the adoption and implementation of sustainable development at the local, national, regional and international levels	(i) Increase in the number of inputs by Member States into databases on partnerships, voluntary commitments, best practices and lessons learned
	(ii) Increase in the number of visits to and downloads from the website of the Sustainable Development Knowledge Platform and its related social media forums to obtain information, documentation and publications

Strategy

7.9 The Division for Sustainable Development is responsible for the subprogramme. The strategy will include:

(a) Promoting and supporting effective, coherent and coordinated implementation of the 2030 Agenda for Sustainable Development, including the Sustainable Development Goals, the Addis Ababa Action Agenda, the outcomes of major United Nations conferences and summits, in particular Agenda 21, the United Nations Conference on Sustainable Development, the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the sustainable development of the least developed countries, landlocked developing countries and small island developing States, at the national, regional and global levels, with an emphasis on greater integration of economic, social and environmental dimensions of sustainable development through national sustainable development strategies;

(b) Providing substantive and effective support, including policy development and analysis, to the high-level political forum and the follow-up to the implementation of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda and the United Nations Conference on Sustainable Development, and follow-up to the Samoa Pathway, including through the preparation of analytical reports on sustainable development issues and reviews;

(c) Providing coordinated and coherent support for United Nations system-wide efforts to implement agreed outcomes on sustainable development, to support intergovernmental processes and to mainstream sustainable development into United Nations work programmes;

(d) Supporting the development of the capacity of Member States, including small island developing States, at their request, to formulate and implement national strategies to achieve sustainable development goals, including policy and programme support for water, energy, sustainable transport and cities, disaster risk reduction, oceans, responses to climate change and technology facilitation mechanisms, and supporting Member States in developing effective review and reporting systems at all levels;

(e) Engaging major groups and other stakeholders in the work of the United Nations on sustainable development;

(f) Analysing sustainable development trends and policies, including on means of implementation, aimed at supporting the elaboration of the *Global Sustainable Development Report*;

(g) Maintaining and improving transparent, user-friendly and easily accessible websites and social media forums, including database systems and a partnership platform;

(h) Providing information and summary reports on partnerships and voluntary commitments for sustainable development to Member States.

Subprogramme 4
Statistics

Objective of the Organization: To advance the global statistical and geospatial information system in order to produce high-quality, easily accessible comparable national statistics and geospatial information systems for policymakers and other users at the national and international levels

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened global statistical and geospatial information systems, with more active participation by Member States and increased collaboration among international organizations	(i) Increased number of participants from Member States and international organizations attending the sessions of the Statistical Commission and the United Nations Committee of Experts on Global Geospatial Information Management, high-level forums, workshops, expert group meetings and seminars
	(ii) Increased number of joint events carried out with international organizations on Sustainable Development Goal indicators
(b) Better and broader use by Member States, international organizations, research institutes, the private sector and the general public of statistical data and technical guidelines produced by the subprogramme, including by coordinating with national statistical entities of Member States	(i) Increased number of requests for statistical data satisfied by the subprogramme
	(ii) Increased number of visits, page views and unique users of the subprogramme's website
	(iii) Increased number of followers of the subprogramme's Twitter account
(c) Strengthened capacity of developing countries, in particular the least developed countries as well as countries with economies in transition, to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields, in order to produce high-quality data, including data disaggregated by sex, for policymakers and the public in general	(i) Increased number of national statistical staff who have been effectively utilizing knowledge and skills acquired at training and capacity development activities delivered by the subprogramme
	(ii) Increase in the number of countries that have received guidelines and capacity development support for developing and implementing sustainable national statistical systems

Strategy

7.10 The subprogramme is under the responsibility of the Statistics Division. The strategy will include:

(a) Expanding the normative role of the subprogramme in the development and enhancement of statistical standards, the collection and dissemination of statistical data by Member States and the coordination of international statistical activities, especially those relating to the Sustainable Development Goals and other new and emerging policy issues;

(b) Assisting countries in building and managing sustainable national statistical systems with appropriate governance structures and in utilizing modern data capture, processing and dissemination technologies in order to enhance the quality of and accessibility to policy-relevant statistical information;

(c) Developing statistical concepts, definitions, classifications and methods for the collection, compilation, storage, analysis and dissemination of statistics and indicators for use by statistical authorities at the national level;

(d) Compiling and disseminating global statistical information in the areas of economic, social, demographic and environmental statistics, including data disaggregated by income, sex, age, race, ethnicity, migration status, disability and geographic location and other characteristics relevant in the national context, and increasingly using modern information and communications technologies to facilitate data exchange and to enhance accessibility to comparable national statistics for policymakers and other national and international users;

(e) Strengthening the national statistical and geospatial information systems of developing countries by disseminating methodological information, conducting training, supporting their participation in the regional and international exchange of experiences and providing other appropriate forms of capacity development support, including technical advisory services upon request;

(f) Facilitating the coordination of international activities in the area of geospatial information management in order to share experiences and harmonize tools, promoting the use of mapping and geographical information systems for modern surveying, promoting the harmonization and standardization of geographical names and facilitating better integration of statistical and geospatial information;

(g) Coordinating international statistical activities by cooperating with other international organizations to enhance the coordinated system of international statistical work, including the development of standards and methods, the provision of technical support services and the dissemination of consistent, high-quality data and indicators; and, in particular, enhancing coherence in the statistical data work of the entire United Nations system.

Subprogramme 5
Population

Objective of the Organization: To strengthen the international community's capacity to effectively address current and emerging population issues and to integrate the population dimension into the international development agenda

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased attention given to new and emerging population issues by the international community and increased knowledge and understanding of the interactions between population and development, including the gender dimensions of demographic phenomena	(i) Increased number of citations of Population Division outputs, including data and written reports, in publications in the public domain (ii) Increased number of stakeholders downloading online publications and databases
(b) Effectively facilitate reviews by Member States and other stakeholders of progress made in the further implementation of the Programme of Action of the International Conference on Population and Development and of relevant instruments of the United Nations development agenda, including the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda	(i) Increased percentage of recommendations presented in reports of the Secretary-General and adopted in resolutions, decisions and other outcome documents of intergovernmental bodies, in particular the Commission on Population and Development (ii) Increased number of statements by Member States during the annual sessions of the Commission on Population and Development expressing satisfaction regarding the information and data provided by the subprogramme to the intergovernmental bodies

Strategy

7.11 The Population Division is responsible for the subprogramme. The strategy will include:

(a) Providing substantive support to United Nations bodies, especially the Commission on Population and Development, assessing progress made in the implementation of the Programme of Action of the International Conference on Population and Development and the achievement of the internationally agreed development goals, including the Sustainable Development Goals of the 2030 Agenda for Sustainable Development, and following up on the decision of the General Assembly to extend the Programme of Action beyond 2014;

(b) Facilitating the discussion of key or emerging population issues by experts or government representatives;

(c) Preparing comprehensive studies on population issues and trends relating to fertility, family planning, mortality, international and internal migration, urbanization, population growth, population ageing, population projections, population policy and population in relation to development;

(d) Disseminating population information and policy-relevant findings in the area of population through the Population Division's website, including by coordinating with national statistical entities of Member States;

(e) Supporting capacity development to address population issues through workshops or the dissemination of technical material, such as manuals and software, in collaboration with other subprogrammes and entities in related areas.

Subprogramme 6
Development policy and analysis

Objective of the Organization: To facilitate the reaching of intergovernmental agreement on the economic policies and actions necessary at the national and international levels to improve long-term development prospects by strengthening the international debate on new and emerging economic development issues and challenges and on the world economic situation

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened international deliberations in the General Assembly and the Economic and Social Council on development issues and challenges in the context of advancing the internationally agreed development agenda and goals, including the 2030 Agenda for Sustainable Development	Number of policy issues in intergovernmental deliberations originating from the subprogramme's publications
(b) Improved awareness of and dialogue on the world economic situation and its implications for the prospects of developing countries, including the least developed countries, and countries in special situations	(i) Number of references in intergovernmental deliberations to the analysis covered in the subprogramme's publication *World Economic Situation and Prospects* and other relevant reports
	(ii) The errors in the subprogramme's projection of major macroeconomic trends for the following year meet the criteria for accuracy as measured by the forecasting community
(c) Strengthened capacity of developing countries, including the least developed countries, and countries in special situations, to integrate economic, social and environmental policies, including gender dimensions, into national development strategies aligned with the 2030 Agenda for Sustainable Development	Percentage of participating Member States in the capacity development projects implemented by the subprogramme that have developed related policy papers and strategies for achieving the Sustainable Development Goals

Strategy

7.12 The Development Policy and Analysis Division is responsible for the subprogramme. The strategy will focus on:

(a) Research and analysis of development issues and policies for the implementation of the 2030 Agenda for Sustainable Development, including the achievement of the Sustainable Development Goals, and the Addis Ababa Action Agenda, with an emphasis on greater integration of economic, social and environmental policies at both the international and national levels. The Division will collaborate and coordinate closely with other United Nations system entities and provide substantive and effective support for the work of the Committee for Development Policy;

(b) Providing Member States with accurate and timely assessment of the global macroeconomic situation and prospects and in-depth analysis of macroeconomic policies, including international policy coordination;

(c) Improving the global economic forecasting and policy modelling framework;

(d) Collaborating with the United Nations Conference on Trade and Development and regional commissions and the World Tourism Organization;

(e) Strengthening international expert group networks, including Project LINK;

(f) Analysing macroeconomic policies for development; providing assistance to developing countries in strengthening their capacity to apply instruments for policy analysis and monitoring systems in support of their national development strategies aimed at achieving the internationally agreed development goals, including the United Nations development agenda beyond 2015, the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda, with adequate consideration given to promoting gender equality; and supporting the integrated implementation framework through monitoring of the commitments made in support of the internationally agreed development goals by Member States and other international stakeholders;

(g) Advisory services and technical assistance to the least developed countries and those graduating from that category in improving their capacity to overcome structural bottlenecks and enhance international economic cooperation;

(h) Broad dissemination of the *World Economic and Social Survey*, *World Economic Situation and Prospects*, reports by the Committee for Development Policy and other publications among academic and other development institutions worldwide.

Subprogramme 7
Public administration and development management

Objective of the Organization: To foster effective, efficient, transparent, accountable, innovative and citizen-centred public governance, administration and services for sustainable development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased capacities of Member States for the implementation of policies and programmes in public administration	Increased number of policy recommendations referring to institutions and public administration for the Sustainable Development Goals in Member States' statements and reports to the high-level political forum, the General Assembly and the Economic and Social Council
(b) Increased attention given by the General Assembly, the Economic and Social Council and the Committee of Experts on Public Administration to institutions and public administration issues relating to the Sustainable Development Goals	Increased number of references and recommendations in resolutions of the General Assembly and the Economic and Social Council
(c) Increased capacities of Member States for the implementation of the Sustainable Development Goals and the Addis Ababa Action Agenda, with a focus on gender equality and the empowerment of women in public policy	(i) Increased percentage of public administration professionals in governments, academia and NGOs who have acknowledged that the knowledge gained through training activities offered online and offline by the subprogramme promotes change in the organization
	(ii) Increased number of capacity development activities that include a component on gender and the empowerment of women

Strategy

7.13 The Division for Public Administration and Development Management is responsible for the subprogramme. The strategy will focus on improving effective, accountable, inclusive and transparent institutions and public administration at all levels in order to realize internationally agreed development goals, notably the Sustainable Development Goals. This will include addressing issues relating to innovative and whole-of-government approaches, capacities of institutions and the civil service, public accountability and addressing corruption in relation to sustainable development. An integrated approach will be followed by:

(a) Providing secretariat and substantive support to the General Assembly, the Economic and Social Council and the Committee of Experts on Public Administration;

(b) Promoting greater awareness, common approaches, understanding and sustainable policy options among Member States through analytical outputs, including e-government surveys and the *World Public Sector Reports*;

(c) Providing advisory services and capacity-building through advisory missions, training workshops and online training, especially to developing and least developed countries;

(d) Strengthening partnerships and cooperation with other international, regional and professional organizations, both public and private and within and outside the United Nations system.

Subprogramme 8
Sustainable forest management

Objective of the Organization: Effective implementation of the sustainable management of all types of forests at all levels, in accordance with the United Nations Forest Instrument and its global objectives on forests and the forest-related Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective follow-up and implementation of the resolution on the international arrangement on forests beyond 2015 and follow-up, review and implementation of the forest-related Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development	Increased percentage of policy recommendations for enhanced international cooperation on sustainable forest management and its contribution to the Sustainable Development Goals, as presented in reports of the Secretary-General, and used in the formulation of resolutions, decisions and agreed conclusions of Member States
(b) Enhanced monitoring, assessment and reporting by Member States on the implementation of the United Nations Forest Instrument and the progress towards achieving the global objectives on forests and forest-related Sustainable Development Goals and targets and mainstreaming a gender perspective	Increased number of Member States reporting to the United Nations Forum on Forests on the integration of sustainable forest management into their sustainable development plans, including information on gender perspectives
(c) Improved collaboration and coordination on the sustainable management of all types of forests and trees outside forests among Governments, major groups, regional and subregional organizations, members of the Collaborative Partnership on Forests and other stakeholders	Increased percentage of Member States, the Collaborative Partnership on Forests, major groups and other stakeholders assisted by the subprogramme that have launched policy initiatives, partnerships and plans of action for achieving sustainable forest management
(d) Increased awareness and knowledge-sharing for the promotion of action at the national, regional and global levels on the sustainable management of all types of forests and trees	(i) Increased number of Member States and other forest-related stakeholders reporting on programmes and projects on sustainable forest management undertaken with the support of the subprogramme

	(ii) Increased number of Member States and other forest-related stakeholders reporting to the United Nations Forum on Forests on activities undertaken to implement the observance of the International Day of Forests
(e) Enhanced capacity of Member States to advance the sustainable management of all types of forests and implement the United Nations forest instrument, especially the achievement of its global objectives, and to facilitate access to financing for sustainable forest management	(i) Increased number of Member States that have secured forest financing with the support of the subprogramme
	(ii) Increased number of Member States updating their national action plans and programmes to integrate the United Nations forest instrument and forest-related Sustainable Development Goals
	(iii) Increased number of Member States reporting an increase of area under sustainable forest management

Strategy

7.14 The secretariat of the United Nations Forum on Forests is responsible for the subprogramme. The strategy will include:

(a) Supporting efforts to promote the sustainable management of all types of forests and trees outside forests, including the United Nations forest instrument and its global objectives on forests, as well as forest-related Sustainable Development Goals and targets, while enhancing cooperation through country and regional initiatives, as well as supporting the interaction between the United Nations Forum on Forests and relevant international, regional and subregional organizations and processes, with the participation of major groups and other relevant stakeholders;

(b) Promoting greater awareness, at all levels, of the role of forests in achieving the Sustainable Development Goals of the 2030 Agenda for Sustainable Development, as well as the United Nations Forum on Forests and the objectives of the international arrangement on forests, including through activities to implement the observance of the International Day of Forests;

(c) Providing substantive support for continued policy development, dialogue and agreements with regard to intergovernmental processes, in particular the United Nations Forum on Forests and other forest-related forums, and strengthening forest governance frameworks and means of implementation;

(d) Enhancing cooperation, coherence, synergy, policy and programme coordination on forest-related issues at all levels, including by providing support to the Collaborative Partnership on Forests and promoting knowledge exchange and capacity-building through a cross-sectoral, cross-institutional approach to realize the full potential of forests for a sustainable future for all;

(e) Monitoring, assessing and reporting on the progress of national, regional and global actions in the sustainable management of all types of forests and forest-related Sustainable Development Goals and targets of the 2030 Agenda for

Sustainable Development, as well as undertaking research on the analysis and dissemination of that data and information;

(f) Providing substantive support through the Global Forest Financing Facilitation Network of the United Nations Forum on Forests to build the capacity of countries to facilitate access to financing for forests, to promote the design of national forest financing strategies and to address the special needs of Africa, the least developed countries, low-forest-cover countries, high-forest-cover low-deforestation countries and small island developing States, as well as countries with economies in transition, in gaining access to financing for forests from the existing and emerging financing mechanisms;

(g) Contributing to strengthened regional and international cooperation, including North-South, South-South and public-private partnerships, on sustainable forest management;

(h) Providing substantive support for the dissemination of technical knowledge and information through an improved user-friendly and easily accessible website and through the Global Forest Financing Facilitation Network clearing house on new and emerging financing opportunities;

(i) Assisting Member States, upon request, in advancing the sustainable management of all types of forests, including implementing the United Nations forest instrument and achieving its global objectives, as well as forest-related Sustainable Development Goals and targets, inter alia, by assisting with the formulation of projects and programmes;

(j) Contributing to the departmental priorities to integrate the full potential of forests and furthering complementarity and collaboration with other subprogrammes in related areas, including the implementation of the 2030 Agenda for Sustainable Development.

Subprogramme 9
Financing for development

Objective of the Organization: Sustained follow-up to and review of the implementation of the outcomes of the International Conferences on Financing for Development, the Addis Ababa Action Agenda and the delivery of the means of implementation of the 2030 Agenda for Sustainable Development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased multi-stakeholder engagement in the monitoring of and follow-up to the outcomes of the International Conferences on Financing for Development and the means of implementation of the 2030 Agenda for Sustainable Development	Increased number of substantive contributions, such as intergovernmental agreements and inputs to the annual inter-agency task force report, from all the relevant stakeholders to the annual analytical assessment of the implementation of the Monterrey Consensus, the Doha Declaration and the Addis Ababa Action Agenda and of the means of implementation of the 2030 Agenda for Sustainable Development

(b) Enhanced policy coherence in promoting the implementation of the outcomes of the International Conferences on Financing for Development and in coordination with other related outcomes, including through the strengthened role of the General Assembly and the Economic and Social Council, as well as the relevant intergovernmental bodies of other institutional stakeholders	Increased number of agreements reached by Member States in the General Assembly and the Economic and Social Council, as well as in the relevant intergovernmental bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination with other related outcomes
(c) Strengthened cooperation among Governments and all institutional and non-institutional stakeholders involved in the financing for development process to promote the proper implementation of the outcomes of the International Conferences on Financing for Development and the delivery of the means of implementation of the 2030 Agenda for Sustainable Development, with due regard to issues relating to gender equality	Increased number of multi-stakeholder events resulting in policy recommendations on financing for development, with due regard to issues related to gender equality
(d) Enhanced international cooperation in tax matters and increased capacity of developing countries for the purpose of national and international resource mobilization within the integrated framework of the 2030 Agenda for Sustainable Development	(i) Increased number of developing countries utilizing handbooks, manuals, courses and other training materials on international tax cooperation, including those reflecting updates to the United Nations Model Double Taxation Convention between Developed and Developing Countries, as indicated in communications from relevant national authorities
	(ii) Increased number of policy-oriented outputs of the Committee of Experts on International Cooperation in Tax Matters

Strategy

7.15 The Financing for Development Office is responsible for the subprogramme. The strategy will include:

(a) Serving as a focal point in the United Nations Secretariat for overall follow-up to the implementation at the national, regional and global levels of the outcomes of the 2002, 2008 and 2015 International Conferences on Financing for Development and, in this context, intensifying collaboration and interaction with all relevant stakeholders;

(b) Promoting policy coherence within the United Nations on issues relating to financing for development, for the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields, including the outcome of the United

Nations Conference on Sustainable Development and the 2030 Agenda for Sustainable Development;

(c) Providing substantive secretariat support for the intergovernmental process entrusted with the follow-up to the Monterrey, Doha and Addis Ababa Conferences on Financing for Development, as well as financing for development aspects of related outcomes, including the outcome of the United Nations Conference on Sustainable Development and the 2030 Agenda for Sustainable Development;

(d) Organizing, in collaboration with experts from the public and private sectors, including experts on issues relating to gender equality, multi-stakeholder activities aimed at better enabling Member States to implement their commitments as agreed upon in the Monterrey Consensus, the Doha Declaration on Financing for Development and the Addis Ababa Action Agenda, as well as the outcome of the United Nations Conference on Sustainable Development and the 2030 Agenda for Sustainable Development;

(e) Providing secretariat support for the work of the Committee of Experts on International Cooperation in Tax Matters;

(f) Providing advisory services and technical assistance to developing countries and countries with economies in transition in the area of national and international resource mobilization for sustainable development, including the area of international tax cooperation;

(g) Providing secretariat support for the work of the Economic and Social Council forum on financing for development follow-up.

Legislative mandates

General Assembly resolutions

47/190	Report of the United Nations Conference on Environment and Development (subprogrammes 4, 5 and 6)
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development (subprogrammes 3, 4 and 5)
50/227	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields (subprogrammes 1 and 6)
51/176	Implementation of the Programme of Action of the International Conference on Population and Development (subprogrammes 4 and 5)
51/240	Agenda for Development (all subprogrammes)
55/2	United Nations Millennium Declaration (all subprogrammes)

55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
57/144	Follow-up to the outcome of the Millennium Summit (all subprogrammes)
57/253	World Summit on Sustainable Development (all subprogrammes)
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of major United Nations conferences and summits in the economic and social fields (all subprogrammes)
58/220	Economic and technical cooperation among developing countries (subprogrammes 1, 2, 3, 4 and 7)
58/269	Strengthening of the United Nations System: an agenda for further change (all subprogrammes)
59/243	Integration of the economies in transition into the world economy (subprogrammes 6 and 7)
60/1	2005 World Summit Outcome (all subprogrammes)
60/265	Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals (all subprogrammes)
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system (subprogrammes 1, 2 and 7)
66/288	The future we want
69/143	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly (subprogrammes 2, 4 and 5)
69/151	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (all subprogrammes)
69/214	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development (all subprogrammes)
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
69/321	Revitalization of the work of the General Assembly
70/1	Transforming our world: the 2030 Agenda for Sustainable Development

70/211	Role of the United Nations in promoting development in the context of globalization and interdependence (subprogrammes 1 and 6)
70/221	Operational activities for development of the United Nations system (subprogrammes 1, 2 and 7)

Economic and Social Council resolutions

1998/7	Importance of population census activities for evaluation of progress in implementing the Programme of Action of the International Conference on Population and Development (subprogrammes 4 and 5)
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all (all subprogrammes)
2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16 (all subprogrammes)
2015/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system (all subprogrammes)

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

2002	The contribution of human resources development, including in the areas of health and education, to the process of development (all subprogrammes)
2003	Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development (all subprogrammes)
2004	Resources mobilization and enabling environment for poverty eradication in the context of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
2006	Creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development
2007	Strengthening efforts at all levels to promote pro-poor sustained economic growth, including through equitable macroeconomic policies

2007	Annual ministerial review on the theme "Strengthening efforts to eradicate poverty and hunger, including through the global partnership for development"
2008	Development Cooperation Forum
2008	Annual ministerial review on the theme "Implementing the internationally agreed goals and commitments in regard to sustainable development"

Subprogramme 1
Economic and Social Council support and coordination

General Assembly resolutions

45/264	Restructuring and revitalization of the United Nations in the economic, social and related fields
48/162	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
48/209	Operational activities for development: field offices of the United Nations system dealing with development
52/12 B	Renewing the United Nations: a programme for reform
60/180	The Peacebuilding Commission
60/252	World Summit on the Information Society
61/16	Strengthening of the Economic and Social Council
63/311	System-wide coherence
64/206	Promotion of new and renewable sources of energy
64/289	System-wide coherence
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
65/285	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
67/290	Format and organizational aspects of the high-level political forum on sustainable development

68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
69/321	Revitalization of the work of the General Assembly
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/106	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
70/184	Information and communication technologies for development

Economic and Social Council resolutions and decisions

1996/31	Consultative relationship between the United Nations and non-governmental organizations
1999/51	Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions
2000/19	Funding operational activities for development of the United Nations system
2001/27	Implementation of General Assembly resolutions 50/227 and 52/12 B: improving the working methods of the functional commissions of the Economic and Social Council
2002/225	Establishment of the general voluntary trust fund in support of the United Nations NGO Informal Regional Network
2009/32	African countries emerging from conflict
2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2015/18	Ad Hoc Advisory Group on Haiti
2015/231	African countries emerging from conflict

Economic and Social Council agreed conclusions

1995/1	Coordinated follow-up by the United Nations system and implementation of the results of the major international conferences organized by the United Nations in the economic, social and related fields
1997/1	Fostering an enabling environment for development: financial flows, including capital flows, investment and trade
2000/2	Assessment of the progress made within the United Nations system, through the conference reviews, in the promotion of an integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits in the economic, social and related fields
2001/1	Role of the United Nations in promoting development, particularly with respect to access to and transfer of knowledge and technology, especially information and communication technologies, inter alia, through partnerships with relevant stakeholders, including the private sector
2002/1	Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration (all subprogrammes)
2008/2	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2008/4	Measures to improve the quadrennial reporting procedures
2008/5	Strengthening of the Non-Governmental Organizations Branch of the Department of Economic and Social Affairs of the United Nations Secretariat
2008/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

1998	Market access: developments since the Uruguay Round, implications, opportunities and challenges, in particular for the developing countries and the least developed among them, in the context of globalization and liberalization
1999	The role of employment and work in poverty eradication: the empowerment and advancement of women

2000	Development and international cooperation in the twenty-first century: the role of information technology in the context of a knowledge-based global economy
2001	The role of the United Nations system in support of the efforts of African countries to achieve sustainable development
2002	The contribution of human resources development, including in the areas of health and education, to the process of development
2003	Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development
2004	Resources mobilization and enabling environment for poverty eradication in the context of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2006	Creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development
2007	Strengthening efforts to eradicate poverty and hunger, including through the global partnership for development
2008	Implementing the internationally agreed goals and commitments in regard to sustainable development
2009	Implementing the internationally agreed goals and commitments in regard to global public health
2010	Implementing the internationally agreed goals and commitments in regard to gender equality and empowerment of women
2011	Implementing the internationally agreed goals and commitments in regard to education
2012	Promoting productive capacity, employment and decent work to eradicate poverty in the context of inclusive, sustainable and equitable economic growth at all levels for achieving the Millennium Development Goals
2013	Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals
2014	Addressing ongoing and emerging challenges for meeting the Millennium Development Goals in 2015 and for sustaining development gains in the future
2015	Managing the transition from the Millennium Development Goals to the sustainable development goals: what it will take

Subprogramme 2
Social policy and development

General Assembly resolutions

37/52	World Programme of Action concerning Disabled Persons
S-24/2	Further initiatives for social development
47/196	Observance of an international day for the eradication of poverty
48/96	Standard Rules on the Equalization of Opportunities for Persons with Disabilities
50/81	World Programme of Action for Youth to the Year 2000 and Beyond
51/58	The role of cooperatives in the light of new economic and social trends
60/209	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
61/295	United Nations Declaration on the Rights of Indigenous Peoples
62/10	World Day of Social Justice
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
66/149	World Down Syndrome Day
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons
68/3	Outcome document of the high-level meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities: the way forward, a disability-inclusive development agenda towards 2015 and beyond
69/2	Outcome document of the high-level plenary meeting of the General Assembly known as the World Conference on Indigenous Peoples
69/142	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond
69/143	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
69/145	World Youth Skills Day

69/146	Follow-up to the Second World Assembly on Ageing
69/202	The role of the United Nations in promoting a new global human order
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/126	Promoting social integration through social inclusion
70/127	Policies and programmes involving youth
70/128	Cooperatives in social development
70/145	Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto
70/170	Towards the full realization of an inclusive and accessible United Nations for persons with disabilities
70/218	Second United Nations Decade for the Eradication of Poverty (2008-2017)
70/232	Rights of indigenous peoples

Economic and Social Council resolutions and decisions

1996/7	Follow-up to the World Summit for Social Development and the future role of the Commission for Social Development
1996/31	Consultative relationship between the United Nations and non-governmental organizations
2000/22	Establishment of a Permanent Forum on Indigenous Issues
2008/18	Promoting full employment and decent work for all
2014/3	Future organization and methods of work of the Commission for Social Development
2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all
2014/8	Observance of the twentieth anniversary of the International Year of the Family and beyond
2015/3	Social dimensions of the New Partnership for Africa's Development
2015/4	Promoting the rights of persons with disabilities and strengthening the mainstreaming disability in the post-2015 development agenda

2015/5	Modalities for the third review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2015/212	Report of the Commission for Social Development on its fifty-third session and provisional agenda and documentation for the fifty-fourth session

Economic and Social Council agreed conclusions

1996/1	Coordination of the United Nations system activities for poverty eradication
2006	Ministerial Declaration on creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development
2007	Ministerial Declaration on strengthening efforts to eradicate poverty and hunger, including through the global partnership for development

Commission for Social Development

53/1	Policies and Programmes involving youth

Subprogramme 3
Sustainable development

General Assembly resolutions

47/190	Report of the United Nations Conference on Environment and Development
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development
S-19/2	Programme for the Further Implementation of Agenda 21
S-22/2	Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
57/253	World Summit on Sustainable Development
59/229	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
65/2	Outcome document of the High-level Review Meeting on the Implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

66/194	Protection of coral reefs for sustainable livelihoods and development
66/288	The future we want
67/290	Format and organizational aspects of the high-level political forum on sustainable development
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway
69/224	Harmony with Nature
69/225	Promotion of new and renewable sources of energy
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/201	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
70/202	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Subprogramme 4
Statistics

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics
69/266	A global geodetic reference frame for sustainable development
69/282	World Statistics Day
70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Economic and Social Council resolutions and decisions

2006/6	Strengthening statistical capacity
2011/24	Committee of Experts on Global Geospatial Information Management
2013/21	Fundamental Principles of Official Statistics

2014/31	A global geodetic reference frame for sustainable development
2014/240	Report of the United Nations Group of Experts on Geographical Names on its twenty-eighth session, and the dates, venue and provisional agenda for the twenty-ninth session (E/2014/78, chap. I, sect. A, draft decision I, and E/2014/SR.46)
2014/241	Amendment to the rules of procedure of the United Nations Group of Experts on Geographical Names (E/2014/78, chap. I, sect. A, draft decision II, and E/2014/SR.46)
2014/251	Report of the Committee of Experts on Global Geospatial Information Management on its fourth session and provisional agenda and dates for the fifth session of the Committee
2015/10	2020 World Population and Housing Census Programme
2015/216	Report of the Statistical Commission on its forty-sixth session and the provisional agenda and dates for the forty-seventh session of the Commission

Subprogramme 5
Population

General Assembly resolutions

49/128	Report of the International Conference on Population and Development
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
57/299	Follow-up to the outcome of the twenty-sixth special session: implementation of the Declaration of Commitment on HIV/AIDS
63/225	International migration and development
65/234	Follow-up to the International Conference on Population and Development beyond 2014
67/219	International migration and development
68/4	Declaration of the High-level Dialogue on International Migration and Development
69/229	International migration and development
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Economic and Social Council resolutions and decisions

1994/2	Work programme in the field of population
1995/55	Implementation of the Programme of Action of the International Conference on Population and Development
1997/2	International migration and development
1997/42	Follow-up to the International Conference on Population and Development
1999/10	Population growth, structure and distribution
2005/213	Improvement of the work of the Commission on Population and Development
2015/252	Future organization and methods of work of the Commission on Population and Development

Commission on Population and Development resolutions

1997/2	Reporting requirements to the Commission on Population and Development
1997/3	Work programme in the field of population
1998/1	Health and mortality
2000/1	Population, gender and development
2001/1	Population, environment and development
2003/1	Population, education and development
2004/1	Work programme in the field of population
2004/2	Follow-up to the Programme of Action of the International Conference on Population and Development
2005/1	Population, development and HIV/AIDS, with particular emphasis on poverty
2005/2	Contribution of the implementation of the Programme of Action of the International Conference on Population and Development, in all its aspects, to the achievement of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration
2006/1	Methods of work of the Commission on Population and Development
2006/2	International migration and development

2007/1	Changing age structures of populations and their implications for development
2008/1	Population distribution, urbanization, internal migration and development
2009/1	The contribution of the Programme of Action of the International Conference on Population and Development to the internationally agreed development goals, including the Millennium Development Goals
2010/1	Health, morbidity, mortality and development
2011/1	Fertility, reproductive health and development
2012/1	Adolescents and youth
2013/1	New trends in migration: demographic aspects
2014/1	Assessment of the status of implementation of the Programme of Action of the International Conference on Population and Development
2016/1	Strengthening the demographic evidence base for the 2030 Agenda for Sustainable Development

Subprogramme 6
Development policy and analysis

General Assembly resolutions

59/209	Smooth transition strategy for countries graduating from the list of least developed countries
61/210	Integration of economies in transition into the world economy
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
64/189	Unilateral economic measures as a means of political and economic coercion against developing countries
64/208	Development cooperation with middle-income countries
65/171	Fourth United Nations Conference on the Least Developed Countries
65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries
67/221	Smooth transition for countries graduating from the list of least developed countries

67/290	Format and organizational aspects of the high-level political forum on sustainable development
68/18	Graduation of countries from the least developed country category
68/200	Unilateral economic measures as a means of political and economic coercion against developing countries
68/226	Second United Nations Decade for the Eradication of Poverty (2008-2017)
69/227	Towards a New International Economic Order
69/231	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/78	Extension of the preparatory period preceding the graduation of the Republic of Vanuatu from the least developed country category
70/185	Unilateral economic measures as a means of political and economic coercion against developing countries
70/215	Development cooperation with middle-income countries
70/216	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
70/253	Graduation of Angola from the least developed country category

Economic and Social Council resolutions and decisions

1990/52	Role of the United Nations in the early identification, analysis and forecasting of world economic developments
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
2011/20	Report of the Committee for Development Policy on its thirteenth session
2011/274	Review of United Nations support for small island developing States
2012/32	Report of the Committee for Development Policy on its fourteenth session

2013/20	Report of the Committee for Development Policy
2014/9	Report of the Committee for Development Policy
2015/11	Report of the Committee for Development Policy on its seventeenth session

Subprogramme 7
Public administration and development management

General Assembly resolutions

50/225	Public administration and development
52/87	International cooperation against corruption and bribery in international commercial transactions
55/61	An effective international legal instrument against corruption
58/13	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
60/34	Public administration and development
64/218	Human resources development
65/1	Keeping the promise: united to achieve the Millennium Development Goals
68/198	Information and communications technologies for development
68/302	Modalities for the overall review by the General Assembly of the implementation of the outcomes of the World Summit on the Information Society
69/199	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption
69/228	Promoting and fostering the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions
69/327	Promoting inclusive and accountable public services for sustainable development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development

70/125	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society
70/184	Information and communication technologies for development

Economic and Social Council resolutions and decisions

2000/231	Recommendations made by the Group of Experts on the United Nations Programme in Public Administration and Finance at its fifteenth meeting
2001/45	Restructuring and revitalization of the Group of Experts on the United Nations Programme in Public Administration and Finance
2005/3	Public administration and development
2012/5	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2013/23	Report of the Committee of Experts on Public Administration on its twelfth session
2014/38	Report of the Committee of Experts on Public Administration on its thirteenth session
2015/26	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2015/28	Report of the Committee of Experts on Public Administration on its fourteenth session

Resolution of the Conference of the States Parties to the United Nations Convention against Corruption on its fourth session, held in Marrakech, Morocco, from 24 to 28 October 2011

4/3	Marrakech declaration on the prevention of corruption

Subprogramme 8
Sustainable forest management

General Assembly resolutions

67/200	International Day of Forests
67/290	Format and organizational aspects of the high-level political forum on sustainable development
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council

69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/199	United Nations forest instrument

Economic and Social Council resolutions

2015/33	International arrangement on forests beyond 2015

Subprogramme 9
Financing for development

General Assembly resolutions

56/210 B	International Conference on Financing for Development
57/250	High-Level Dialogue on strengthening international economic cooperation for development through partnership
57/273	Ensuring effective secretariat support for sustained follow-up to the outcome of the International Conference on Financing for Development
63/239	Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
67/289	The United Nations in global economic governance
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/188	International financial system and development
70/190	External debt sustainability and development
70/192	Follow-up to the International Conference on Financing for Development

Economic and Social Council resolutions

2009/30	A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up
2010/26	Follow-up to the International Conference on Financing for Development and the 2008 Review Conference
2014/11	Follow-up to the International Conference on Financing for Development
2014/12	Committee of Experts on International Cooperation in Tax Matters

Programme 8

Least developed countries, landlocked developing countries and small island developing States

Overall orientation

8.1 The legislative authority for the programme derives from General Assembly resolutions: resolution 56/227, whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; resolution 65/280, whereby the Assembly endorsed the Istanbul Declaration and the Programme of Action for the Least Developed Countries for the Decade 2011-2020; resolution 69/137, whereby the Assembly endorsed the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024; resolution 59/311, whereby the Assembly endorsed the Mauritius Declaration and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States; and resolution 69/15, whereby the Assembly endorsed the SIDS Accelerated Modalities of Action (SAMOA) Pathway (Samoa Pathway). The 2030 Agenda for Sustainable Development (resolution 70/1) supports the implementation of the above three programmes of action, all of which are integral to the new Agenda. Furthermore, the new Agenda contains a request that, in the context of the global follow-up and review processes of the Agenda, effective linkages be made with the follow-up and review arrangements of all relevant United Nations conferences and processes, including on least developed countries, small island developing States and landlocked developing countries.

8.2 The mandate of the programme covers five main elements:

(a) Mobilization and coordination of international support and resources for the effective implementation of: (i) the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020; (ii) the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024; and (iii) the Samoa Pathway;

(b) Coherent and coordinated monitoring and follow-up to the three programmes of action;

(c) Awareness-raising and advocacy with respect to the three groups of countries (least developed countries, landlocked developing countries and small island developing States) and their respective programmes of action;

(d) Reporting on the implementation of the programmes of action as effective tools for reaching the international development goals in the groups of countries;

(e) Building effective linkages between the follow-up and review arrangements of the 2030 Agenda for Sustainable Development and the three programmes of action.

8.3 The programme will also contribute to achieving the internationally agreed development goals, including those contained in the 2030 Agenda for Sustainable

Development and in the outcomes of major United Nations conferences and international agreements, such as the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Paris Agreement adopted at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change and the Sendai Framework for Disaster Risk Reduction 2015-2030. It will mobilize international support in favour of its three groups of constituencies in the areas of capacity-building and increased technical and financial resources in promoting sustained growth and sustainable development. Gender mainstreaming and women's empowerment are an important dimension in the implementation of the three programmes of action.

8.4 The overall programme of work of the Office of the High Representative is designed around three interdependent and complementary subprogrammes, namely, subprogramme 1, Least developed countries, subprogramme 2, Landlocked developing countries, and subprogramme 3, Small island developing States.

8.5 The Office of the High Representative will use a combination of the following approaches and strategies:

(a) Raising awareness and advocating that the concerns of the three groups of countries be placed high on the global development cooperation agenda, to maintain the focus on their special needs;

(b) Monitoring and follow-up to foster supportive policies in groups of countries in special situations and their development partners in accordance with their respective programmes of action and other internationally agreed development goals, including the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework;

(c) Working with development partners, United Nations system organizations and other international and regional organizations, as well as parliaments and civil society, to promote the mainstreaming of priorities identified in each of the three programmes of action at the national level, enhancing coherence between global policies and national strategies;

(d) Supporting capacity-building of the three groups of countries towards the effective implementation of the programmes of action at the national level;

(e) Building partnerships towards the implementation of the three programmes of action and promoting South-South cooperation in various areas for the benefit of the countries in the three groups;

(f) Reaching out to all stakeholders, including partnerships with parliaments, civil society, foundations, the media, academia and the private sector, to enhance support for the three groups of countries;

(g) Maximizing synergies among the three subprogrammes, given the commonalities of problems and challenges of the countries in the three groups, including their structural weaknesses, their vulnerability to external shocks, the smallness of their economies, their marginal position in the world economy, their limited access to technology and their geographical disadvantages.

Subprogramme 1
Least developed countries

Objective of the Organization: To enable the least developed countries to achieve the goals of the Istanbul Programme of Action, including graduation from the least developed country category, and other internationally agreed development goals, including the implementation of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda and the Paris Agreement, and enhance the mobilization of international support

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased global awareness and debate on development issues of relevance to the least developed countries, including gender dimensions	(i) Increased reference in declarations, resolutions and decisions at the global and regional levels to issues related to the priorities of the least developed countries as reflected in the Istanbul Programme of Action
	(ii) Increased number of visits by unique end users to the website of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
(b) Effective implementation of the Istanbul Programme of Action and other internationally agreed development goals related to the least developed countries, greater commitment from the least developed countries and increased international support for graduation	(i) Increased number of the least developed countries meeting at least one of the criteria for graduation
	(ii) Increased number of development partners supporting the least developed countries in implementing the provisions of the Istanbul Programme of Action
	(iii) Increased number of development partners supporting the least developed countries in meeting the graduation criteria, in line with the principles of the Istanbul Programme of Action
(c) Increased attention to the needs and challenges of the least developed countries in relevant United Nations conferences and processes related to the implementation, follow-up and review of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction through their increased engagement and participation	(i) Increased reference to least developed countries and/or to their priority areas in declarations, resolutions and decisions at the global and regional levels emanating from intergovernmental deliberations on the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction

(ii) Increased number of entities of the United Nations system and other international and multilateral organizations that provide support to the least developed countries for their engagement in international processes related to the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction

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Strategy

8.6 The strategy for the Least Developed Countries Unit will focus on:

(a) Raising awareness about the special needs of the least developed countries and advocating in favour of their special treatment, including the implementation of the provisions of the Istanbul Programme of Action and the outcome of the high-level midterm review by the least developed countries and development partners;

(b) Giving due priority to promoting the implementation of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda and the Paris Agreement in the least developed countries;

(c) Contributing to global follow-up and review of the implementation of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda and the Paris Agreement, as well as advocating for stronger linkages and synergies between that follow-up and review process and that of the Istanbul Programme of Action;

(d) Mobilizing international support and resources in support of the development objectives of the least developed countries, including through South-South cooperation and support for investment promotion, as well as crisis mitigation and resilience-building;

(e) Supporting and advocating the functioning of the technology bank and the science, technology and innovation supporting mechanism;

(f) Strengthening United Nations system coordination and coherence, and building partnerships in support of the development objectives of the least developed countries, including participation in the United Nations System Chief Executives Board for Coordination;

(g) Monitoring the achievement of the objectives, goals and targets of the Istanbul Programme of Action at the national, regional and global levels;

(h) Supporting capacity-building of the least developed countries, including all relevant stakeholders, especially United Nations system organizations, for the effective implementation of the Istanbul Programme of Action, including graduation from the category, at the country level;

(i) Facilitating the effective participation of the least developed countries in the decision-making of various intergovernmental bodies, including through analytical work;

(j) Supporting the contribution of South-South cooperation, the private sector, civil society and academia in the implementation of the Istanbul Programme of Action.

Subprogramme 2
Landlocked developing countries

Objective of the Organization: To enable landlocked developing countries to achieve the goals of the Vienna Programme of Action aimed at addressing their special needs, and the internationally agreed development goals, including the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda, through strengthened transit systems, productive capacities, diversification, industrialization, connection to value chains, and the enhanced mobilization of international support

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased global awareness and debate on development issues of relevance to the landlocked developing countries	Increased reference to landlocked developing countries in declarations, resolutions and decisions at the global and regional levels
(b) Effective implementation of the Vienna Programme of Action	(i) Increased number of initiatives implemented by landlocked developing countries and transit countries that aim at improving sustainable development and inclusive growth, including trade facilitation and transport systems, diversification of production and export bases and integration into regional and global value chains
	(ii) Increased number of landlocked developing countries and United Nations organizations mainstreaming provisions of the Vienna Programme of Action into their national development strategies and work programmes, respectively
	(iii) Increased number of development partners supporting landlocked developing countries in implementing the provisions of the Vienna Programme of Action
(c) Enhanced coherence and synergy between the global processes related to the implementation, follow-up and review of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda and those of the Vienna Programme of Action	Increased reference to landlocked developing countries and/or to their priority areas in declarations, resolutions and decisions at the global and regional levels emanating from intergovernmental deliberations on the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda

Strategy

8.7 The strategy for the Landlocked Developing Countries Unit will focus on:

(a) Serving as a focal point for the United Nations system for the overall coordination of, mobilization for, monitoring and reporting on, the implementation of the Vienna Programme of Action and the attainment of internationally agreed development goals, including the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda as related to landlocked developing countries;

(b) Raising awareness and advocating for the special needs of landlocked developing countries at the international and regional levels;

(c) Mobilizing international support and resources and strengthening partnerships at the national, regional and global levels for the implementation of the Vienna Programme of Action;

(d) Contributing to global follow-up and review of the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda, as well as advocating for effective linkages and synergies between that follow-up and review process and that of the Vienna Programme of Action;

(e) Undertaking research and analysis on the impact of "landlockedness" on sustainable development, economic growth and the effective participation of landlocked developing countries in international and regional trade, and developing policy recommendations;

(f) Improving coordination of the United Nations system, other international, regional and subregional organizations, development partners and the private sector in the effective implementation of the Vienna Programme of Action;

(g) Undertaking a comprehensive midterm review on the implementation of the Vienna Programme of Action and identifying ways of accelerating implementation of the Programme.

Subprogramme 3
Small island developing States

Objective of the Organization: To enable small island developing States to achieve implementation of the Samoa Pathway

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased recognition and awareness of the special case and vulnerabilities of small island developing States in national, regional and global processes	(i) Increased reference in declarations, resolutions and decisions at the global and regional levels in support of the implementation of the Samoa Pathway

	(ii) Increased number of advocacy activities by the United Nations system, including capacity-building workshops, briefings and publications, that address the specific challenges of small island developing States
(b) Enhanced international support to small island developing States in implementing the Samoa Pathway and in adapting to and mitigating climate change	Increased number of development partners that pledge support for small island developing States, including through the climate change financing mechanisms, such as the Green Climate Fund, the Global Environment Facility and the Climate Investment Funds
(c) Enhanced inter-agency collaboration and partnerships in support of small island developing States	Increased number of joint programmes and activities by development partners, the United Nations system, the private sector, academia and non-governmental organizations, including triangular cooperation with South-South development partners, that have an impact on small island developing States, including capacity-building workshops and technical and financial assistance
(d) Enhanced coherence and synergy on issues related to small island developing States in United Nations processes related to the implementation, follow-up and review of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction and those of the Samoa Pathway	Increased reference to small island developing States and/or to the issues of relevance to their development in declarations, resolutions and decisions at the global and regional levels emanating from intergovernmental deliberations on the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction

Strategy

8.8 The strategy of the Small Island Developing States Unit will focus on:

(a) Actively promoting awareness on the issues and special case of small island developing States through consistent advocacy internationally;

(b) Advocating and mobilizing international support towards the implementation of the Samoa Pathway and other internationally agreed goals;

(c) Supporting the building of partnerships towards the implementation of the Samoa Pathway;

(d) Supporting the enhancement of the coherence and active participation of the United Nations system, other international organizations, subregional and regional organizations, the private sector and civil society in the implementation of the Samoa Pathway, the Sendai Framework for Disaster Risk Reduction, the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda and the Paris Agreement;

(e) Supporting Member States in the review of the implementation of the Samoa Pathway and identifying ways of accelerating its implementation.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
65/1	Keeping the promise: united to achieve the Millennium Development Goals
66/288	The future we want
67/290	Format and organizational aspects of the high-level political forum on sustainable development
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Subprogramme 1
Least developed countries

General Assembly resolutions

56/227	Third United Nations Conference on the Least Developed Countries
65/280	Programme of Action for the Least Developed Countries for the Decade 2011-2020
65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries
66/213	Fourth United Nations Conference on the Least Developed Countries
67/220	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
67/221	Smooth transition for countries graduating from the list of least developed countries
68/224	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
69/231	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
69/283	Sendai Framework for Disaster Risk Reduction 2015-2030
69/331	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)

70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/216	Follow-up to the Fourth United Nations Conference on the Least Developed Countries

Economic and Social Council resolutions

2009/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2010/27	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2011/9	Programme of Action for the Least Developed Countries for the Decade 2011-2020
2012/26	Programme of Action for the Least Developed Countries for the Decade 2011-2020
2013/46	Programme of Action for the Least Developed Countries for the Decade 2011-2020
2014/29	Programme of Action for the Least Developed Countries for the Decade 2011-2020
2015/35	Programme of Action for the Least Developed Countries for the Decade 2011-2020

Subprogramme 2
Landlocked developing countries

General Assembly resolutions

58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
63/2	Outcome document of the midterm review of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
65/172	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
66/214	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing

	Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
67/222	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/217	Follow-up to the second United Nations Conference on Landlocked Developing Countries

Subprogramme 3
Small island developing States

General Assembly resolutions

59/311	International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
65/156	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
66/198	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
67/206	International Year of Small Island Developing States
67/207	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway
69/283	Sendai Framework for Disaster Risk Reduction 2015-2030
69/331	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/202	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Programme 9

United Nations support for the New Partnership for Africa's Development

Overall orientation

9.1 Following the final review and appraisal of the implementation of the United Nations New Agenda for the Development of Africa in the 1990s, the General Assembly, in its resolution 57/7, endorsed the New Partnership for Africa's Development (NEPAD) as the framework within which the international community should concentrate its efforts for Africa's development, called upon the United Nations system to align its activities in Africa with the priorities of NEPAD, urged the United Nations system to foster a coherent response in coordinating its activities at the national, regional and global levels, and called upon the United Nations system to enhance its advocacy role and public information activities in support of Africa's development.

9.2 In the same resolution, the Assembly underscored the need for a structure in the Secretariat in New York to review and report on the support provided for NEPAD by the United Nations system and the international community and on the coordinated implementation of the outcomes of summit meetings and conferences as they relate to Africa. In view of this, the Assembly, in its resolution 57/300, endorsed the creation of the Office of the Special Adviser on Africa and entrusted to it the role of coordinating and guiding the preparation of Africa-related reports and inputs, coordinating global advocacy in support of NEPAD and coordinating the interdepartmental task force on African affairs to ensure coherence and an integrated approach for United Nations support to Africa.

9.3 In its resolution 57/7, the Assembly welcomed actions taken at the regional level to organize the activities of the United Nations system around thematic clusters covering the priority areas of NEPAD. In that regard, the Regional Coordination Mechanism of United Nations system organizations working in Africa, which is convened by the Economic Commission for Africa (ECA), has also become an important mechanism for enhancing United Nations system-wide coordination and cooperation at the regional and subregional levels in support of the African Union and its NEPAD programme.

9.4 As NEPAD has been the overarching framework for the implementation of the Millennium Development Goals in Africa, it will continue to be a critical guiding framework for the continent's implementation of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals. Furthermore, NEPAD has assumed a critical role in view of the designation by the African Union of the NEPAD Planning and Coordinating Agency as a key implementing agent of the African Union Agenda 2063, the continent's ambitious 50-year framework for development, peace and security. Agenda 2063 highlights a wide range of aspirations and priority projects; its aim is to achieve an integrated, prosperous and peaceful Africa. Like the 2030 Agenda and its Sustainable Development Goals, the Addis Ababa Action Agenda, Agenda 2063 and its first 10-year implementation plan, which covers the period 2014-2023, take a people-centred approach that aims to ensure that no one is left behind by emphasizing, inter alia, agriculture, health, education, infrastructure development, good governance and respect for human rights, gender equality and women's empowerment, nutrition, peace and security.

9.5 Africa and the development priorities set forth in the continent's overarching regional frameworks continue to be a key focus for Member States. In the political declaration on Africa's development needs, adopted in 2008 (see General Assembly resolution 63/1), Member States noted that the full and timely achievement of the Millennium Development Goals in Africa remained elusive and reaffirmed their commitment to addressing Africa's special needs. This was echoed in the outcome document of the United Nations Conference on Sustainable Development (General Assembly resolution 66/288, annex), in which Member States reaffirmed their commitment to the full implementation of NEPAD and underscored the key priority for the international community of supporting Africa's sustainable development efforts. In the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (General Assembly resolution 69/313, annex), Member States recognized the importance of addressing the needs and challenges faced by African countries and reaffirmed the importance of supporting NEPAD, Agenda 2063 and its first 10-year implementation plan. In the 2030 Agenda for Sustainable Development (see General Assembly resolution 70/1), Member States acknowledged the specific challenges faced by African countries and reaffirmed the importance of supporting Agenda 2063 and NEPAD, both of which they recognized as integral to the new 2030 Agenda.

9.6 While the African Peace and Security Architecture of the African Union has contributed to peace and security on the continent, several African countries continue to experience factors of instability that undermine durable peace and sustainable development. The need for a comprehensive response in promoting peace, security and development was recognized in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (A/52/871-S/1998/318). The General Assembly, in its resolution 69/291, requested the Secretary-General to continue to monitor and report to the Assembly on an annual basis on persistent and emerging challenges to the promotion of durable peace and sustainable development in Africa, as well as on the approach and support of the United Nations system.

9.7 The United Nations is working to further support Africa in overcoming barriers to peace through the implementation of General Assembly resolution 67/302, in which the Assembly acknowledged the efforts to enhance coordination and cooperation between the African Union Peace and Security Council and the United Nations Security Council in the areas of peace and security, including the joint annual consultative meetings between members of the two Councils. In the report of the Secretary-General entitled "The future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations" (A/70/357-S/2015/682), it was noted that with most United Nations peace operations in Africa, significant African Union peace operations under way and common mediation efforts across the continent, the African Union is the key regional partner of the United Nations.

9.8 Increasingly, the international community has recognized the inextricable link between peace, security and development and the need to establish lasting conditions for peace and inclusivity as a basis for sustainable development. In

Sustainable Development Goal 16, Member States committed to promoting peaceful and inclusive societies for sustainable development, with a specific target to significantly reduce all forms of violence and related death rates everywhere. In line with this, the fourth aspiration of Agenda 2063 is a peaceful and secure Africa, with a specific commitment to silence all guns in Africa by 2020. The Office of the Special Adviser on Africa will further reinforce the peace-security-development nexus in its advocacy, policy and analytical work. Furthermore, the many overlapping priority areas in the Sustainable Development Goals, Agenda 2063 and its first 10-year implementation plan will require greater efforts to ensure coordination and coherence in their implementation by the United Nations system, African regional and subregional organizations and national bodies.

9.9 On the basis of General Assembly resolutions 66/293, 67/293 and 67/294 and the report of the Secretary-General on strengthening the Office of the Special Adviser on Africa (A/68/506), the Assembly has decided to strengthen the Office to enable it to address new and emerging challenges and opportunities at the global and regional levels and to better support Africa, particularly NEPAD, and to implement the mandate of the United Nations monitoring mechanism. This strengthening has enabled the Office to launch the monitoring mechanism, which reviews the implementation of commitments made towards Africa's development by African countries and their development partners. The monitoring mechanism, with its biennial reviews and broad consultations with regional stakeholders, will continue to play an important role in reviewing and monitoring commitments arising from, inter alia, major United Nations conferences and summits, such as the Third International Conference on Financing for Development and the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, and will also play an integral role in support of the high-level political forum on sustainable development through the monitoring and implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals in Africa. In addition, the interdepartmental task force on African affairs has been strengthened to ensure further coherence and an integrated approach for United Nations support for Africa, including through involvement of the interdepartmental task force in the preparatory process of the biennial report of the monitoring mechanism.

9.10 In June 2015, the African Union adopted a successor programme to the 10-year capacity-building programme for the African Union, which will expire in 2016. The framework for a renewed United Nations/African Union Partnership on Africa's Integration and Development Agenda (PAIDA) for the period 2017-2027 seeks to strengthen engagement between the United Nations and Africa's regional and subregional organizations and calls for all strategic partners to align themselves with Africa's priorities.

9.11 The Office of the Special Adviser on Africa provides overall coordination and leadership to the programme, for which it will share joint responsibility with ECA and the Department of Public Information of the Secretariat.

Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa's Development

Objective of the Organization: To strengthen international cooperation in support of the New Partnership for Africa's Development and the achievement of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased international community support for Africa's development, in general, and for NEPAD, in particular	(i) Increased number of United Nations system activities in support of Africa's development
	(ii) Increased number of international forums, activities and outputs addressing South-South, North-South and triangular cooperation in support of Africa
(b) Improved monitoring of the implementation of commitments towards Africa's development, including through regional mechanisms	(i) Increased number of monitored and assessed commitments by African countries towards meeting Africa's development needs
	(ii) Increased number of monitored and assessed commitments by Africa's development partners towards meeting Africa's development needs
(c) Improved United Nations coordination in providing support to Africa's development	Increased number of projects, programmes and activities coordinated through the interdepartmental task force on African affairs in support of Africa's development
(d) Increased international awareness of Africa's development issues	Increased number of visits to and page views on the website of the Office of the Special Adviser on Africa and related websites

Strategy

9.12 Responsibility for subprogramme 1 is vested in the Office of the Special Adviser on Africa. The subprogramme will ensure that Africa's development issues are effectively addressed in intergovernmental debates and adequately incorporated into the resolutions emerging from relevant processes. It will endeavour to raise international awareness of Africa's development issues through its policy, review, analytical, monitoring and advocacy activities in areas that are major African priorities and that are central to the continent's transformative development agenda, including, inter alia, agriculture, capacity-building, diversification of economies, youth empowerment, food security and nutrition, industrialization, infrastructure development, including energy, health, peace and security, good governance and respect for human rights, all with a focus on gender equality and women's empowerment.

9.13 The subprogramme will seek to engage key stakeholders involved in Africa's development to raise awareness and mobilize support for Africa's development through participation, organization and engagement in key forums. It will work to strengthen coherence and coordination of United Nations efforts in support of Africa through the interdepartmental task force on African affairs. It will also strengthen its engagement with Member States, African regional and subregional organizations, the private sector, academia and civil society, including the African diaspora, to mobilize international support for Africa's development. It will continue to analyse, report on and raise awareness of the causes of conflict in African countries, monitor early warning signals and make recommendations on steps that need to be taken to address the root causes of conflict in African countries, including those of terrorism and violent extremism, and will also address the interrelationship between conflict and development on the continent.

9.14 The subprogramme will ensure that Africa remains a priority in the implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. In implementing the subprogramme, the Office of the Special Adviser on Africa will work closely with other United Nations bodies at the global, regional and subregional levels, and will continue to engage with key intergovernmental bodies, including the General Assembly and the Economic and Social Council.

9.15 The Office will also work closely with Member States, the African Union, the NEPAD Planning and Coordinating Agency and the United Nations system in the performance of its functions. It will work with civil society and academia, and will also work closely with the private sector to raise awareness of investment opportunities in Africa and support NEPAD in mobilizing investment for its flagship programmes and the priority areas of Agenda 2063, for which NEPAD is an implementing agent.

9.16 Furthermore, the Office will work closely with the regional economic communities, which have been highlighted as being central actors in the implementation, financing, monitoring and evaluation of Agenda 2063, its first 10-year implementation plan and its priority projects, in conjunction with NEPAD and the African Union. In that regard, the Office will continue to strengthen its engagement with the regional economic communities, including by ensuring their continued high-level participation in the Office's major activities, such as Africa Week, an event convened annually by the Office as part of its advocacy and outreach mandate, with the aim of strengthening engagement between Member States and key African regional and subregional bodies, as well as raising awareness of the complementarities between global and continental agendas. In view of the importance attached to governance in Africa and its relation to peace, security and development, the Office will also continue to strengthen its engagement with the secretariat of the African Peer Review Mechanism through its inclusion in such activities as Africa Week and consultations relating to the United Nations monitoring mechanism.

9.17 As the secretariat of the United Nations monitoring mechanism, the Office will monitor the implementation of commitments made towards Africa's development. In that regard, the Office will mobilize the United Nations system through the interdepartmental task force on African affairs and elicit inputs from civil society, the private sector and academia in line with General Assembly resolution 66/293. The Office will also follow up on the implementation of Agenda

2063 and its first 10-year implementation plan and support implementation of PAIDA, with the aim of achieving a strengthened framework for United Nations coherence in support of Africa. In order to promote partnerships between Africa and its development partners, including North-South, South-South and triangular partnerships, and as a co-organizer of the Tokyo international conferences on African development, the Office will work to ensure the full implementation of commitments made at the Sixth Tokyo International Conference on African Development. Furthermore, the Office will promote South-South cooperation and will support African countries in devising effective strategies to maximize the benefits from those partnerships.

9.18 In its capacity as the convener of the advocacy and communications cluster of the Regional Coordination Mechanism for Africa, the Office of the Special Adviser on Africa will work with the African Union Commission, ECA, the Department of Public Information and the NEPAD Planning and Coordinating Agency to develop a comprehensive advocacy and communications strategy for NEPAD in view of the continent's new priorities, as reflected in Agenda 2063 and its first 10-year implementation plan.

Subprogramme 2
Regional coordination of and support for the New Partnership for Africa's Development

Objective of the Organization: To strengthen United Nations system-wide support for the African Union and Agenda 2063 and other regional priorities, including its New Partnership for Africa's Development programme, at the regional and subregional levels, within the context of the United Nations-African Union Partnership on Africa's Integration and Development Agenda (PAIDA) for the period 2017-2027, as well as strategic plans and priorities of the African Union organs and institutions, in coherence with the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced coherence, coordination and cooperation among United Nations agencies and organizations, within the context of PAIDA	Increased number of joint projects implemented by the United Nations organizations, through PAIDA and in the context of the Regional Coordination Mechanism for Africa
(b) Enhanced capacity of regional and subregional organizations, particularly the African Union Commission, the NEPAD Planning and Coordinating Agency, the African Peer Review Mechanism secretariat, the regional economic communities and intergovernmental organizations to design, implement and monitor their programmes	Increased number of joint capacity development projects in planning, implementing, monitoring and reporting extended to regional and subregional African organizations and institutions by the United Nations system organizations in the context of the Regional Coordination Mechanism for Africa and the subregional coordination mechanisms

Strategy

9.19 Substantive responsibility for subprogramme 2 is vested in ECA. The activities covered by the subprogramme will be undertaken by the Capacity Development Division. In implementing the subprogramme, ECA will work closely with other United Nations bodies at the global, regional and subregional levels, in particular with the Office of the Special Adviser on Africa, the Department of Public Information, the Department of Economic and Social Affairs, the United Nations Development Group and the Regional Directors' teams to support the implementation of the Sustainable Development Goals, the African Union Agenda 2063 and its NEPAD programme through various mechanisms, including the Regional Coordination Mechanism for Africa and the subregional coordination mechanisms.

9.20 Inter-agency coordination and collaboration among United Nations agencies working in Africa will be carried out through the Regional Coordination Mechanism for Africa in support of the United Nations-African Union Partnership on Africa's Integration and Development Agenda for the period 2017-2027 and the African Union Agenda 2063, including the priorities of the NEPAD programme at the regional and subregional levels. In addition, the subprogramme will take the lead in coordinating and convening the annual meetings of the Regional Coordination Mechanism for Africa.

9.21 The support of United Nations organizations and agencies working in Africa for the African Union and its organs, including the NEPAD Planning and Coordinating Agency, will be focused on the implementation of the African Union Agenda 2063. Through the secretariat of the Regional Coordination Mechanism for Africa, housed in ECA, joint implementation programmes and activities will be developed between the United Nations and the African Union and its organs. The strategic focus of subprogramme 2 will therefore be on strengthening inter-agency collaboration and coordination through the work of the clusters of the Regional Coordination Mechanism for Africa on the implementation of technical cooperation activities by the United Nations organizations in support of the 2030 Agenda for Sustainable Development, the African Union Agenda 2063 and other priorities of Africa, in line with the Addis Ababa Action Agenda. This will entail strengthening collaboration and coordination with the African Union Commission, the NEPAD Planning and Coordinating Agency, the secretariat of the African Peer Review Mechanism, the regional economic communities, the African Development Bank and other regional and bilateral organizations with a view to ensuring the provision of effective support in the context of African Union priorities, including its NEPAD programme. The subprogramme will promote and support effective, coherent and coordinated actions by United Nations agencies and organizations, including the Regional Directors' teams and the United Nations Development Group, in support of the implementation of the Sustainable Development Goals, the African Union Agenda 2063 and other priorities of the African Union, including the empowerment of women. It will also provide substantive and effective servicing of the annual meetings of the Regional Coordination Mechanism for Africa and its subregional coordination mechanisms, including monitoring, assessing and reporting on progress in the implementation of United Nations system-wide support for the implementation of the Sustainable Development Goals, the African Union Agenda 2063 and other priorities of the African Union at the regional and subregional levels.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa's Development

Objective of the Organization: To raise international support for the economic, political and social development of Africa, as well as for the efforts made by Africa and the international community to promote the economic growth and sustainable development of the region in pursuit of the goals of the New Partnership for Africa's Development and the achievement of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced awareness of key thematic issues of NEPAD and other issues related to economic growth and sustainable development in Africa	(i) Increased number of visits to and page views on the *Africa Renewal* website and related websites
	(ii) Increased number of news items and publications (print, audio and video) picked up and reprinted or republished by the media as a result of continuing interest

Strategy

9.22 Substantive responsibility for subprogramme 3 lies with the Department of Public Information. The overall strategy involves the development of global strategic communications plans on priority issues affecting Africa, including generating support in Africa and in donor countries for NEPAD and the African Union Agenda 2063 and for the achievement of the 2030 Agenda for Sustainable Development, and is aimed at ensuring that such plans are implemented in coordination with the rest of the Department, the United Nations Communications Group and the United Nations system as a whole, in particular with the Office of the Special Adviser on Africa and ECA, as well as the Regional Coordination Mechanism for Africa. Activities will include publication of *Africa Renewal* magazine, web-only news features and analysis, background notes, press releases and briefing papers for use by external media, both African and international. Dissemination to diverse target groups, such as youth, parliamentarians, policymakers in both government and non-governmental organizations, trade unions, civil society and academic institutions, will be achieved through direct contact with individuals and groups, including through systematic outreach to African and international media, to ensure that key players are informed of major national and international initiatives that affect the achievement of the Sustainable Development Goals in Africa.

Legislative mandates

General Assembly resolutions

54/234	The causes of conflict and the promotion of durable peace and sustainable development in Africa
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development
57/300	Strengthening of the United Nations: an agenda for further change
63/1	Political declaration on Africa's development needs
63/267	New Partnership for Africa's Development: progress in implementation and international support
63/304	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
64/258	New Partnership for Africa's Development: progress in implementation and international support
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/278	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
65/284	New Partnership for Africa's Development: progress in implementation and international support
66/197	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
66/287	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
66/288	The future we want
66/293	A monitoring mechanism to review commitments made towards Africa's development
67/293	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa

67/294	New Partnership for Africa's Development: progress in implementation and international support
67/302	Cooperation between the United Nations and the African Union
68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals
68/278	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
68/301	New Partnership for Africa's Development: progress in implementation and international support
69/290	New Partnership for Africa's Development: progress in implementation and international support
69/291	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Security Council resolutions

1197 (1998)	Support for regional and subregional initiatives on Africa and strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace
2033 (2012)	United Nations-African Union cooperation

Economic and Social Council ministerial declarations

Ministerial declaration of the high-level segment of the 2013 session of the Economic and Social Council, entitled "Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals"

Ministerial declaration of the high-level segment of the 2014 session of the Economic and Social Council on the theme "Addressing ongoing and emerging challenges for meeting the Millennium Development Goals in 2015 and for sustaining development gains in the future", and of the high-level political forum on sustainable development convened under the auspices of the Council on the theme "Achieving the Millennium Development Goals and charting the way for an ambitious post-2015 development agenda, including the sustainable development goals"

Ministerial declaration of the high-level segment of the 2015 session of the Economic and Social Council on the theme "Managing the transition from the Millennium Development Goals to the sustainable development goals: what it will take", and of the high-level political forum on sustainable development convened under the auspices of the Council on the theme "Strengthening integration, implementation and review: the high-level political forum on sustainable development after 2015"

Programme 10

Trade and development

Overall orientation

10.1 The main objective of the programme implemented by the United Nations Conference on Trade and Development (UNCTAD) and the International Trade Centre (ITC) is to assist developing countries, especially the least developed countries, and countries with economies in transition in integrating beneficially into the global economy in support of inclusive and sustainable growth and development. Through its work to promote development-centred globalization, UNCTAD will help to implement the global development agenda and will assist developing countries in meeting their development goals, including poverty eradication, improving the well-being of citizens and addressing the opportunities and challenges created by globalization. In particular, UNCTAD will further enhance its efforts to support the development of Africa across its areas of expertise. The specific development needs of middle-income countries should also be addressed at both the research and technical assistance levels in accordance with given mandates.

10.2 In order to attain the foregoing objectives, UNCTAD, within its mandate, will:

(a) Conduct research and analysis on long-standing and emerging trade and development issues;

(b) Build consensus around efforts to promote policies and strategies conducive to inclusive and sustainable development;

(c) Support countries in implementing development strategies aimed at integrating into the global trading system and economy and achieving sustainable growth and development.

10.3 ITC will contribute to the achievement of the Sustainable Development Goals through fulfilling its mandate (to improve the international competitiveness of small and medium-sized enterprises from developing countries, especially least developed countries, and countries with economies in transition).

10.4 In the context of deepening interdependence among all countries, UNCTAD will maintain its unique orientation and commitment to development through those three pillars, while remaining responsive and accountable to all Member States. The Conference will also continue efforts to enhance its efficiency, effectiveness, transparency and accountability, including through results-based management.

10.5 The programme is guided by the quadrennial sessions of the Conference, the Trade and Development Board and its subsidiary bodies, and the Commission on Science and Technology for Development, including the decisions adopted at the twelfth and thirteenth sessions of the Conference and those to be adopted at the fourteenth session, to be held in 2016. UNCTAD remains the focal point in the United Nations for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development. The Conference is responsible for subprogrammes 1 to 5, while ITC is responsible for subprogramme 6.

10.6 As many development challenges are closely interconnected, UNCTAD contributes to effective responses to these challenges through the integrated treatment of trade, finance, investment, technology and sustainable development and the promotion of such an approach for the 2030 Agenda for Sustainable Development. As sustainable and inclusive outcomes in an interdependent world involve collective responses at the multilateral level, UNCTAD has a key role to play in the United Nations system for building consensus around more development-centred globalization, which contributes to faster and more stable growth, economic diversification, sustainable debt management, job creation, poverty reduction and sustainable and inclusive development.

10.7 UNCTAD will pursue its subprogrammes in support of the main objective of the programme. Subprogramme 1 examines development strategies in a globalizing world economy and related issues. Subprogrammes 2 and 4 contribute to the building of productive capacity and international competitiveness. Subprogramme 3 and the trade logistics component of subprogramme 4 contribute to the maximization of gains resulting from globalization for development in international trade and trade negotiations. Subprogramme 5 covers the development strategies of economies in Africa, least developed countries and countries in special situations, including small island developing States, landlocked developing countries and other structurally weak, vulnerable and small economies. Sectoral concerns of those countries will also be addressed by other subprogrammes in coordination and cooperation with subprogramme 5.

10.8 ITC will pursue subprogramme 6, which addresses the operational aspects of trade promotion and export development. Its strategic vision is to foster inclusive and sustainable growth and development through trade and international business development. In paragraph 68 of the 2030 Agenda for Sustainable Development, international trade is explicitly recognized as a means to achieve the global goals: "International trade is an engine for inclusive economic growth and poverty reduction, and contributes to the promotion of sustainable development." The role of the private sector for development is also recognized in the 2030 Agenda. Within this context, the strategic challenges of ITC are to strengthen the integration of the business sector into the global economy, improve the performance of trade and investment support institutions for the benefit of enterprises and improve the international competitiveness of enterprises.

10.9 Throughout its programme of work, UNCTAD will make efforts to mainstream cross-cutting issues related to gender equality and the empowerment of women, the promotion of sustainable development, and full and productive employment. It will also strengthen its cross-divisional coordination, in particular with respect to training and capacity-building programmes. UNCTAD and ITC will increase their use of evaluation surveys to seek feedback from relevant stakeholders from across all subprogrammes in order to measure the improved capacity of stakeholders to address trade and development issues as a result of UNCTAD and ITC assistance.

10.10 UNCTAD will contribute to the implementation of the outcomes of relevant global conferences and to the achievement of the 2030 Agenda for Sustainable Development, in particular its means of implementation, through support for global partnerships for development, financing for development, domestic resource mobilization, investment, addressing debt, trade, commodities and systemic issues, global economic decision-making, economic cooperation among developing countries, sustainable development and science and technology for development.

10.11 UNCTAD will also contribute to the implementation of other relevant global conferences, including the Addis Ababa Action Agenda of the Third International Conference on Financing for Development and its follow-up, the Programme of Action for the Least Developed Countries for the Decade 2011-2020, the outcomes and the Plan of Implementation of the World Summit on Sustainable Development, the outcomes and the Declaration of Principles and the Plan of Action of the World Summit on the Information Society, the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024, the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want". UNCTAD will also promote further implementation of the World Trade Organization (WTO) ministerial declarations, in particular the ministerial declaration of the Tenth Ministerial Conference of WTO, held in Nairobi from 15 to 19 December 2015.

10.12 As a lead agency of the United Nations System Chief Executives Board for Coordination (CEB) inter-agency thematic cluster on trade and productive capacity, UNCTAD will contribute to the implementation of the Aid for Trade initiative, enhance the role of trade and development and interrelated issues in United Nations development assistance plans, such as United Nations development assistance frameworks and national development strategies, undertake joint operations at the country level and enhance related inter-agency cooperation in system-wide initiatives.

10.13 In the implementation of the programme of work of UNCTAD under the different subprogrammes, the following should be taken into consideration:

(a) The relevance of the technical cooperation programmes provided to developing countries as a cross-cutting issue to be monitored by the secretariat;

(b) As the work on results-based management is an ongoing process and follows relevant United Nations guidelines, the overall results-based management approach will be revised on the basis of the outcome of this process.

Subprogramme 1
Globalization, interdependence and development

Objective of the Organization: To enhance economic policies and strategies at all levels for sustained growth, inclusive and sustainable development, full employment and decent work for all, and poverty eradication in developing countries, especially the least developed countries, including through North-South, South-South and triangular cooperation

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved understanding of the global economic environment and of policy choices for inclusive and sustained development at the national, regional and international levels	(i) Number of statements at, inter alia, intergovernmental meetings, by policymakers and beneficiaries indicating the usefulness of UNCTAD research and analysis for the national policymaking process

	(ii) Number of citations in the media on the growth-oriented macroeconomic and financial policy choices advocated in UNCTAD research (iii) Percentage of UNCTAD Virtual Institute members indicating that the products and services of the Virtual Institute are useful for their teaching and research
(b) Enhanced understanding of the interplay between successful development resource mobilization, debt sustainability and effective debt management as it relates to achieving progress towards a durable solution to the debt problems of developing countries	(i) Number of institutions and countries having used the capacity-building services of the Debt Management and Financial Analysis System programme (ii) Number of international and national policy positions and initiatives in the area of debt and development resource mobilization incorporating contributions from UNCTAD (iii) Percentage of stakeholders indicating the usefulness of participating in the Debt Management Conference
(c) Improved access to and use of reliable and timely statistics and indicators highlighting the interlinkages between globalization, trade and development for decision-making on economic policies and development strategies	Percentage of users reporting satisfaction with UNCTAD statistical products
(d) Improved Palestinian policymaking and institutional capacities, and strengthened international cooperation for alleviating the adverse economic and social conditions imposed on the Palestinian people and for building an independent Palestinian State	Number of Palestinian development and policy initiatives and institutions responding to UNCTAD research findings, recommendations and technical cooperation activities

Strategy

10.14 The subprogramme, under the responsibility of the Division on Globalization and Development Strategies, will focus on:

(a) Identifying specific needs and measures arising from the interdependence among trade, finance, investment, technology and macroeconomic policies, from the point of view of their effects on development;

(b) Contributing to a better understanding of coherence between international economic rules, practices and processes and national policies and development strategies;

(c) Contributing to research and analysis on:

(i) The prospects of and impact on trade and development, at both the national and international levels, resulting from the global economic and financial crisis and its aftermath;

(ii) The 2030 Agenda for Sustainable Development and how it can enable the pursuit of stable and inclusive development paths;

(iii) The changes to the global economic landscape, with a view to facilitating the bridging of development gaps;

(d) Supporting developing countries, especially least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies in their efforts to formulate development strategies and practical policy options and recommendations at all levels to meet the challenges of globalization, and continuing to support middle-income countries according to their needs;

(e) Intensifying interaction and communication with Governments, policymakers, universities and think tanks in Member States, including the dissemination of the work of UNCTAD.

10.15 The objective will be pursued through research and policy analysis, consensus-building and technical assistance, including with other international organizations, on the basis of:

(a) Timely and forward-looking research and analysis regarding macroeconomic, debt and development policies, including resource mobilization, taking into account the relevant outcomes of global conferences and summits on development, in particular the third International Conference on Financing for Development;

(b) The furtherance of consensus-building with regard to macroeconomic and development policies for developing countries;

(c) Support for the development of local teaching and research capacities in developing countries and academic networking;

(d) Technical assistance, training and support for developing countries in building national capacities for effective debt management, in cooperation, where appropriate, with the International Monetary Fund, the World Bank and other stakeholders;

(e) Assistance to developing countries to improve their national statistical capacity in the area of trade and development through advisory, statistical and information services;

(f) An assessment of the prospects of, and the obstacles to, economic development in the Occupied Palestinian Territory, and the provision of effective operational activities, with a view to alleviating the adverse economic and social conditions imposed on the Palestinian people;

(g) Research and analysis of trends and prospects for South-South integration and cooperation, including triangular cooperation, in the areas of trade, finance, investment and technology.

Subprogramme 2
Investment and enterprise

Objective of the Organization: To ensure inclusive growth and sustainable development through investment and enterprise development for the enhancement of productive and technological capacity-building, industrialization, economic diversification, job creation and progress towards achieving the Sustainable Development Goals

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved ability of countries to address key and emerging issues related to investment and its interaction with official development assistance, trade and regional integration, and to develop in a sustainable manner	(i) Number of investment stakeholders reporting improved capacity to address key issues related to investment as a result of UNCTAD assistance
	(ii) Number of statements by Member States indicating that they have implemented tools and methodology provided by UNCTAD in the area of international investment
	(iii) Percentage of stakeholders indicating the usefulness of participating in the World Investment Forum
(b) Enhanced ability of developing countries and countries with economies in transition in designing and implementing strategies and policies to attract and benefit from investment for sustainable development	(i) Number of developing countries and countries with economies in transition implementing strategies, policies and recommendations for attracting and benefiting from foreign investment for sustainable development and inclusive growth, as a result of UNCTAD assistance
	(ii) Number of developing countries and countries with economies in transition demonstrating improved investment-related performance on the basis of various benchmark indicators, following UNCTAD assistance
(c) Enhanced capacity to address key and emerging issues related to international investment agreements and their development dimension, as well as their formulation and implementation	(i) Number of statements by Member States indicating that they pursue activities in support of the sustainable development dimension of international investment agreements, following UNCTAD assistance
	(ii) Number of investment stakeholders sharing experiences and best practices on the sustainable dimension of international investment agreements

(d) Enhanced understanding of enterprise development issues and ability to boost productive and technological capacity through enterprise development policies	(i) Number of countries implementing UNCTAD policy measures and tools in the design of policies aimed at strengthening entrepreneurship and the competitiveness of their firms
	(ii) Number of countries using guidance and tools developed by UNCTAD in the areas of accounting, enterprise development, business linkages and corporate reporting

Strategy

10.16 The subprogramme, under the responsibility of the Division on Investment and Enterprise, will assist all developing countries, in particular those in Africa and the least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and countries with economies in transition and middle-income countries, according to their needs, in designing and implementing policies aimed at enhancing productive and technological capacities, industrialization, economic diversification and job creation and promoting effective progress towards achieving the 2030 Agenda for Sustainable Development through investment and enterprise development in line with the Addis Ababa Action Agenda. To that end, the subprogramme will:

(a) Strengthen the role of UNCTAD as the major source of information on international investment;

(b) Facilitate consensus and the exchange of information on key investment issues, including towards achieving the Sustainable Development Goals, as well as best practices among stakeholders on investment and enterprise for development, including through the World Investment Forum and other global platforms;

(c) Help developing countries, at their request, to strengthen their capacity to formulate and implement integrated policies, develop an enabling environment and participate in discussions related to international investment;

(d) Support efforts by developing countries, middle-income countries and countries with economies in transition to build productive capacities and internationally competitive firms, in cooperation with ITC;

(e) Provide training and capacity-building programmes.

Subprogramme 3
International trade

Component 1
International trade in goods and services

Objective of the Organization: To ensure the effective, qualitative and beneficial participation of all countries in international trade

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced implementation of measures by developing countries, in particular least developed countries and countries with economies in transition, to integrate beneficially into the international trading system and to create an enabling environment for sustainable development, through improved understanding of trade policymaking and enhanced national capacity	(i) Number of actions (such as the implementation of policy recommendations) taken by countries and institutions receiving UNCTAD assistance to enhance their participation in regional and multilateral trade agreements, cooperative frameworks and partnerships, including South-South trade negotiations and WTO accession processes (ii) Number of actions (such as the implementation of policy recommendations) taken by developing countries to integrate trade, productive capacity, employment and development concerns into their best-fit national trade and services policies
(b) Strengthened trade and trade-related decision-making of developing countries, in particular those in Africa and the least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and countries with economies in transition and middle-income countries, according to their needs, and implementation of measures to address the trade and development impact of subsidies, tariff and non-tariff measures	(i) Number of beneficiaries indicating the usefulness of UNCTAD Trade Analysis and Information System, related statistical indicators, trade analysis training and trade policy research publications for sustainable development (ii) Number of specific actions (such as changes to regulations and increased transparency measures) taken by Member States, at the national, regional or multilateral levels, aimed at streamlining or harmonizing non-tariff measures in international trade, including the reduction or elimination of arbitrary or unjustified non-tariff barriers in international trade, with the assistance of UNCTAD
(c) Enhanced adoption, improvement and enforcement of national and regional competition and consumer protection legislation in developing countries and countries with economies in transition	Number of developing countries and countries with economies in transition that have adopted, revised or implemented competition and consumer protection legislation and institutional frameworks as a result of best practices, model laws and peer reviews provided by UNCTAD

(d) Enhanced design and implementation by developing countries, in particular those in Africa and the least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and countries with economies in transition and middle-income countries, according to their needs, of trade, environment and sustainable development objectives and creative economy strategies at all levels	Number of developing countries and countries with economies in transition that have designed and implemented policies, programmes, normative initiatives and institutional arrangements to harness opportunities for trade in environmentally preferable products, including biotrade and creative industries, with assistance from UNCTAD
(e) Strengthened capacity of developing countries, in particular least developed countries and countries with economies in transition, to design and implement trade policies that allow women to benefit more from the opportunities arising from international trade	Percentage of stakeholders participating in country-based activities confirming improved capacity to identify and to address gender-specific trade barriers and gender-specific obstacles on the supply side

Strategy

10.17 The subprogramme, under the responsibility of the Division on International Trade in Goods and Services, and Commodities, through the three pillars of the work of UNCTAD, will promote inclusive and sustainable growth and development and poverty eradication, based on the international trade in goods, services and commodities, the international trading system and the linkages between trade and internationally agreed development goals. The subprogramme will address persistent and emerging development challenges, with special emphasis on women's economic empowerment, access to decent and productive employment, food security and poverty eradication, and assess their implications for the development prospects of developing countries, least developed countries and countries with economies in transition, including at the national policymaking level. It will continue to improve cooperation and enhance synergies with other international organizations and foster the coordination of system-wide United Nations activities in the area of international trade. It will also strengthen the communication and dissemination aspects of its work. The subprogramme will assist all developing countries in promoting the effective implementation of the 2030 Agenda for Sustainable Development through trade and development, in line with the Addis Ababa Action Agenda.

10.18 The subprogramme will focus on:

(a) Monitoring and assessing from a development perspective the evolution of the international trading system and trends in trade policy and international trade, and their consistency with the multilateral trading system rules;

(b) Monitoring and providing information on all forms of protectionism, including subsidies and disguised trade barriers, in cooperation with WTO and other relevant institutions;

(c) Enhancing the capacity of developing countries and countries with economies in transition to establish negotiating priorities, implement bilateral, regional and multilateral trade agreements in a mutually supportive way and optimize development gains;

(d) Providing technical assistance and capacity-building to developing countries, in particular least developed countries, and countries with economies in transition prior to, during and in the follow-up to their accession to WTO;

(e) Examining ways to improve the utilization of trade preferences and assess the impact on development of the Enabling Clause of the Uruguay Round Protocol to the General Agreement on Tariffs and Trade 1994 under WTO;

(f) Assisting developing countries, in particular least developed countries, as well as countries with economies in transition and structurally weak, vulnerable and small economies, in integrating into the multilateral trading system;

(g) Assisting developing countries and countries with economies in transition in increasing their participation in global services production and trade;

(h) Continuing research and analysis, within its mandate, on the impact of migration and remittances on development;

(i) Supporting countries in enhancing the contribution of the creative economy to inclusive and sustainable development;

(j) Assisting developing countries, in particular least developed countries, and countries with economies in transition in achieving economic diversification and structural transformation, including increased participation in and upscaling of manufacturing and global supply chains;

(k) Continuing its work on trade and development aspects of intellectual property, while acknowledging that the World Intellectual Property Organization has the lead on intellectual property rights issues within the United Nations system;

(l) Facilitating economic cooperation among developing countries and South-South trade, including through the Global System of Trade Preferences among Developing Countries;

(m) Strengthening analytical capacity for trade policymaking and negotiations, and integrating trade and development concerns into national trade policies that contribute to productive capacity, inclusiveness, the empowerment of women and employment creation, in particular for least developed countries;

(n) Promoting the use of effective competition and consumer policies with a view to achieving domestic and international competitiveness and dealing with anti-competitive practices;

(o) Addressing issues at the interface between trade and environment, including climate change, in the context of the promotion of sustainable development in its three dimensions: economic, social and environmental;

(p) Addressing issues of technology transfer at the interface between trade and environment, including climate change, on mutually agreed terms and seizing trade and investment opportunities relating to that issue;

(q) Addressing challenges and opportunities in the promotion of sustainable development and poverty eradication, including tools and insights available to achieve those goals;

(r) Promoting a better understanding among developing countries, in particular least developed countries, of the links among trade, gender and development and supporting national capacities to formulate policies and measures aimed at enabling women to derive greater benefit from international trade and at achieving gender equality;

(s) Developing and implementing trade and trade-related technical cooperation and capacity-building activities, including through multi-donor programmes such as the Aid for Trade initiative, the Enhanced Integrated Framework and the United Nations Development Assistance Framework;

(t) Sharing best practices on partnerships for trade and development that can strengthen the achievement of the Sustainable Development Goals;

(u) Undertaking research and analysis on public-private partnerships for development;

(v) In collaboration with WTO, ITC and other relevant partners, consolidating its work on databases on non-tariff measures, continuing its research on and analysis of trade policy measures and the impact of non-tariff measures on the trade and development prospects of developing countries, in particular the least developed countries, and continuing its participation in the Transparency in Trade initiative.

Component 2
Commodities

Objective of the Organization: To strengthen development gains from the commodity economy and address the trade and development challenges of commodity dependence

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved capacity of commodity-dependent developing countries to address trade and development problems associated with the commodity economy and to seize opportunities emerging from commodity trade and enhanced international and regional cooperation	(i) Number of commodity-dependent developing countries adopting policy measures and tools recommended by UNCTAD in designing policies aimed at the diversification of export earnings
	(ii) Percentage of stakeholders reporting improved understanding of the challenges and policy options relating to commodity production and trade in countries with economies that are dependent on commodities, with the aim of diversifying their production, including by increasing the added value of their commodities as a result of UNCTAD research and capacity-building activities

Strategy

10.19 Component 2 of subprogramme 3 is under the responsibility of the Special Unit on Commodities. It will contribute to the efforts of developing countries to identify and implement appropriate policies, at all levels, to monitor commodity prices and address the impacts of excessive volatility of those prices on them, and to formulate strategies and policies to respond to the challenges and opportunities of commodity markets, such as risk management instruments and diversification. It will also assist developing countries, in particular those in Africa, middle-income countries, countries with economies in transition, least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, including with regard to the achievement of internationally agreed development goals. UNCTAD will monitor developments and challenges in commodity markets and address links between international commodity trade and development. The component will continue to play a key role, with appropriate coordination with other relevant international and regional actors, in:

(a) Addressing the trade and development problems associated with the commodity economy and the links between international commodity trade and development, in particular poverty eradication;

(b) Working in the areas of commodities, food security and investment in agriculture and fisheries, taking into account in particular the special needs of Africa and the least developed countries, in cooperation with other relevant organizations;

(c) Continuing work in the area of agricultural commodities to help developing countries to achieve more sustainable and strengthened agricultural production, food security and export capacity, taking into account the needs of small-scale farmers and the empowerment of women and youth;

(d) Continuing work in the area of non-food commodities, in particular minerals, metals and energy products, with a focus on policies and strategies for sustainable resource management;

(e) Assisting commodity-dependent developing countries in their efforts to:

(i) Develop national commodity strategies, including the mainstreaming of commodity policies into their broad-based national development strategies, such as poverty reduction strategies;

(ii) Build supply-side capacities in order to achieve competitiveness;

(iii) Align development policies with the multilateral trading system with a view to participating in, including moving up, global or regional commodity value chains and diversifying commodity sectors;

(iv) Comply with international trade standards, particularly non-tariff measures such as food standards and sanitary and phytosanitary measures;

(v) Take advantage of export opportunities for commodities in emerging markets;

(vi) Establish effective marketing systems and support frameworks for small commodity producers;

(vii) Develop commodity financing and risk management schemes;

(f) Promoting intergovernmental cooperation in the field of commodities and building consensus regarding ways to integrate commodity policies into:

(i) National, regional and international initiatives;

(ii) Trade-related policies and instruments for the resolution of commodity problems;

(iii) Investment and financial policies for gaining access to financial resources for commodity-based development.

Subprogramme 4
Technology and logistics

Objective of the Organization: To strengthen inclusive growth and development through science, technology and innovation, including information and communications technology for development; efficient, resilient and sustainable trade logistics services; and training and capacity-building programmes

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved efficiency and sustainability of trade logistics of developing countries and some countries with economies in transition	(i) Number of actions (such as policies and plans) taken by developing countries, countries with economies in transition and relevant institutions, with the assistance of UNCTAD, to improve transport, logistics and trade efficiency, including by reducing transport costs, improving transit and trade facilitation, strengthening sustainable and resilient transport systems and establishing a supportive legal framework (ii) Number of developing countries and countries with economies in transition increasing the efficiency of their customs administration (e.g., through a reduction in goods clearance time and an increase in revenue collection) with assistance from the UNCTAD Automated System for Customs Data programme (iii) Number of developing countries and some countries with economies in transition having improved trade logistics performance on the basis of benchmark indicators related to logistics and business efficiency, with the assistance of UNCTAD

(b) Improved understanding and adoption, at the national and international levels, by developing countries and countries with economies in transition of policy options and best practices in science, technology and innovation for development, including information and communications technologies	Number of specific actions (such as policy or regulatory changes) taken by developing countries and countries with economies in transition to implement programmes aimed at enhancing the contributions of science, technology and innovation and information and communications technology to development, with the assistance of UNCTAD
(c) Enhanced capacities in developing countries and countries with economies in transition in the areas of trade and investment and interrelated issues with a view to enhancing their economic development and competitiveness	Number of specific actions taken by developing countries and countries with economies in transition to strengthen the skills and knowledge of human resources and local institutions in the areas of trade and investment and related issues, as a result of UNCTAD assistance

Strategy

10.20 The subprogramme, under the responsibility of the Division on Technology and Logistics, will help improve the technological capacity, competitiveness in international trade and overall development of developing countries, especially those in Africa and least developed countries, as well as landlocked developing countries, small island developing States, other structurally weak, vulnerable and small economies, and middle-income countries, according to their needs, and will assist transit developing countries with their special challenges related to designing and implementing resilient and sustainable transport infrastructure and services, by:

(a) Supporting initiatives for, and conducting policy dialogue on, the diffusion of scientific and technical knowledge and transfer of technology on mutually agreed terms, and access to and the acquisition of technology for developing countries, including the diffusion of environmentally sound technologies and corresponding know-how;

(b) Improving trade logistics policies; strengthening transport operations management, systems and connections; and supporting the design and implementation of sustainable and resilient freight transport systems;

(c) Further addressing the special trade, investment and development needs of landlocked developing countries, including by continuing its support for the effective implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024;

(d) Assisting in particular small island developing States and other structurally weak, vulnerable and small economies in the design and implementation of policies suitable to their specific trade logistics challenges;

(e) Assisting in the development and implementation of appropriate institutional and legal frameworks for the facilitation of trade and transport;

(f) Supporting the active participation of developing countries in transport-related and trade facilitation negotiations and the implementation of the resulting outcomes and commitments;

(g) Conducting research and analysis in the areas of science, technology and innovation as an instrument for supporting national development, local industry (in particular small and medium-sized enterprises) and the competitiveness and export diversification efforts of countries, including through the transfer of technology;

(h) Contributing to the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020 with respect to trade and interrelated issues in the areas of technology and sustainable development;

(i) Carrying out research and technical assistance in the area of information and communications technologies for development, including by contributing to the Partnership on Measuring Information and Communication Technology for Development and by promoting e-business strategies and legislation;

(j) Contributing to the implementation of the outcomes of the World Summit on the Information Society;

(k) Contributing to the implementation of the Technology Facilitation Mechanism to support the Sustainable Development Goals;

(l) Serving as the secretariat of the Commission on Science and Technology for Development;

(m) Fostering training and capacity-building aimed at policymakers and practitioners in the fields of trade and related areas of finance, technology, investment and sustainable development;

(n) Assisting developing countries, within its mandates, in the achievement of internationally agreed development goals, and enhancing the dissemination and communication aspects of its work;

(o) Assisting in the implementation of customs automation and trade facilitation programmes.

Subprogramme 5
Africa, least developed countries and special programmes

Objective of the Organization: To progressively and beneficially integrate Africa, least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies) into the global economy through the development of national policies and international support measures to build productive capacities for economic development and poverty reduction

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Greater awareness of and dialogue on policy options to promote the economic development of Africa	Number of Member States reporting increased capacity as a result of UNCTAD research and analysis for the national policymaking process
(b) Greater awareness of and dialogue on policy options to address development problems of the least developed countries in the global economy, including those approaching graduation from least developed country status	Number of Member States reporting increased capacity as a result of UNCTAD research and analysis for the national policymaking process

(c) Strengthened institutional capacities among the least developed countries to promote productive capacity-building and make trade an engine of growth and development	Number of least developed countries reporting increased capacity as a result of UNCTAD trade-related assistance, including that under the Enhanced Integrated Framework
(d) Improved institutional capacities of landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies to promote their economic transformation and resilience-building efforts	Number of landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies reporting increased capacity as a result of UNCTAD analysis and advisory services and other forms of assistance on achieving structural progress

Strategy

10.21 The subprogramme, under the responsibility of the Division for Africa, Least Developed Countries and Special Programmes, will focus on identifying and promoting understanding of the economic development problems specific to African countries, least developed countries, landlocked developing countries and small island developing States. It will play an advocacy role in promoting consensus in the international development community regarding policy measures that best address those development problems. This involves the identification of new issues and approaches, as well as greater interaction with research institutes in least developed countries and with development partners. The subprogramme will also contribute to the implementation of and the follow-up to the outcomes of relevant global conferences and to the achievement of internationally agreed development goals, including those set out in the Programme of Action for the Least Developed Countries for the Decade 2011-2020 and in the programmes of action for landlocked developing countries and small island developing States, respectively, as well as in the 2030 Agenda for Sustainable Development. The subprogramme will assist all beneficiaries in their efforts to successfully achieve economic diversification and structural transformation. It will seek to:

(a) Help landlocked developing countries to implement priorities set out in the Vienna Programme of Action to address weak productive capacities and structural economic transformation and to mitigate the adverse economic consequences of their geographical disadvantage;

(b) Help small island developing States to enhance their resilience to external shocks and achieve structural transformation, notably through economic diversification;

(c) Continue to pay special attention to the problems of other structurally weak, vulnerable and small economies;

(d) Support African countries in their efforts to enhance intra-African trade and achieve sustainable development by promoting regional economic integration.

10.22 Research outputs will be linked closely to the provision of advisory services, training, workshops, lectures and technical assistance activities, with a view to improving human and institutional capabilities and raising the awareness of development partners regarding the specific needs of developing countries covered by the subprogramme. The latter will continue to address the special concerns and needs of Africa, including by disseminating its research to relevant policymakers.

10.23 The subprogramme will continue to support countries with special needs in their efforts to benefit from their respective United Nations statuses, which should be a catalyst for structural change, resilience-building and poverty reduction. The subprogramme will also continue to support as many least developed countries as possible in their progress towards graduation from least developed country status and in ensuring a smooth transition from that status. Technical cooperation outputs of the subprogramme will be focused on building capacities, including national statistical capacity, as well as on effective participation in and the delivery of trade-related technical assistance in the context of, inter alia, the Enhanced Integrated Framework and the Aid for Trade initiative. When appropriate, these activities will be implemented within the framework of the Inter-agency Cluster on Trade and Productive Capacity.

10.24 The subprogramme will seek to make UNCTAD a central player in the nexus of international efforts to bring as many least developed countries as possible nearer to graduation thresholds. Of particular importance in that UNCTAD role will be helping those countries in the quest for structural transformation and enhancing their ability to identify and implement the most appropriate responses to structural impediments, notably through productive capacity-building and resilience-building action. The subprogramme will also contribute to the implementation and outcomes of the second United Nations Conference on Landlocked Developing Countries and the third International Conference on Small Island Developing States, in particular the commitments, within the respective programmes of action, to address key development issues such as the quest for sound economic specialization, structural transformation and vulnerability alleviation.

Subprogramme 6
Operational aspects of trade promotion and export development

Objective of the Organization: To enhance inclusive and sustainable growth and development in developing countries, especially least developed countries, and countries with economies in transition through trade and international business development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened integration of the business sector into the global economy	(i) Number of male and female beneficiaries reporting greater awareness of international trade as a result of ITC support
	(ii) Number of cases in which trade-related policies and/or strategies and/or regulations have been introduced or changed in favour of the international competitiveness of small and medium-sized enterprises, with business sector input, as a result of ITC support

(b) Improved performance of trade and investment support institutions for the benefit of enterprises	Number of institutions reporting improved operational and managerial performance as a result of ITC support
(c) Improved international competitiveness of enterprises	(i) Number of enterprises having made changes to their business operations for increased international competitiveness as a result of ITC support
	(ii) Percentile share of enterprises that are owned, operated and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support
	(iii) Number of enterprises having transacted international business as a result of ITC support
	(iv) Percentile share of enterprises that are owned, operated and controlled by women having transacted international business as a result of ITC support

Strategy

10.25 The International Trade Centre bears substantive responsibility for the implementation of the subprogramme. Its strategic thrust is in line with the mandate entrusted to it by the Economic and Social Council in its resolution 1819 (LV), by which the Council recognized the Centre as the focal point for technical assistance and cooperation activities in the trade promotion and export development field within the United Nations system of assistance to developing countries. The subprogramme will focus on the implementation of international development goals, in particular those set out in the 2030 Agenda for Sustainable Development, with an emphasis on Sustainable Development Goals 1, 2, 4, 5, 8, 9, 10, 12, 16 and 17. The subprogramme is also shaped by the objectives of the Programme of Action for the Least Developed Countries for the Decade 2011-2020; the resolutions of the High-level Forums on Aid Effectiveness; the Addis Ababa Action Agenda of the Third International Conference on Financing for Development; and the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change. The subprogramme will play an important role in furthering the implementation of the WTO ministerial declarations, including the ministerial decisions taken at the Tenth Ministerial Conference of WTO, held in Nairobi.

10.26 The objective of the subprogramme is to enable micro-, small and medium-sized enterprises, including those owned, operated and controlled by women from developing countries, especially least developed countries, landlocked developing countries, small island developing States, countries in sub-Saharan Africa, small and vulnerable economies, post-conflict States and economies in transition, to build their international competitiveness and access new markets. This will be done through: direct enterprise-level support; assistance to strengthen trade and investment support institutions; and support to improve trade-related policies, strategies and the business environment, with business sector input and assistance in building opportunities for enterprises to access international markets. Enterprises, in particular small and medium-sized enterprises, will be supported in integrating into value chains in both the goods and services sectors.

10.27 In order to achieve this objective, the subprogramme will deliver a wide range of trade-related technical assistance activities, including the provision of trade intelligence to generate greater transparency in trade, and capacity-building assistance to enhance the international competitiveness of enterprises. This will be undertaken in a manner that ensures that the gender, youth and environmental dimensions of trade are taken into account and built into the programmes and policies of the subprogramme.

10.28 The subprogramme will focus on:

(a) Creating greater awareness of trade issues through advocacy, statistical research and publications, and providing thought leadership through major events;

(b) Providing trade capacity-building and advisory services to enterprises, trade and investment support institutions and policymakers with a view to integrating the business sector into the global economy and, more important, integrating small and medium-sized enterprises into value chains.

10.29 During the period 2018-2019, ITC will build on its successes over the previous three bienniums in measuring its accomplishments through additional efforts to evaluate the impact of its activities on the Sustainable Development Goals.

10.30 Strengthening existing partnerships such as those with other United Nations institutions and the private sector and multi-stakeholder initiatives such as the CEB cluster on trade and productive capacity and the Enhanced Integrated Framework for Least Developed Countries, and developing new strategic alliances will be important to ensure that ITC scales up its delivery and impact.

Legislative mandates

General Assembly resolutions

1995 (XIX)	Establishment of the United Nations Conference on Trade and Development as an organ of the General Assembly
2297 (XXII)	International Trade Centre
63/204	Report of the twelfth session of the United Nations Conference on Trade and Development
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
65/280	Programme of Action for the Least Developed Countries for the Decade 2011-2020
66/288	The future we want

67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/200	Unilateral economic measures as a means of political and economic coercion against developing countries
68/219	Role of the United Nations in promoting development in the context of globalization and interdependence
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014-2024
69/151	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
69/205	International trade and development
69/233	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection
69/234	Second United Nations Decade for the Eradication of Poverty (2008-2017)
69/239	South-South cooperation
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Trade and Development Board resolutions and reports

TD/442	Report of the United Nations Conference on Trade and Development on its twelfth session
TD/500/Add.1	Report of the United Nations Conference on Trade and Development on its thirteenth session: the Doha Mandate

Subprogramme 1
Globalization, interdependence and development

General Assembly resolutions

66/188	Addressing excessive price volatility in food and related financial and commodity markets
69/20	Committee on the Exercise of the Inalienable Rights of the Palestinian People

69/206	International financial system and development
69/207	External debt sustainability and development
69/227	Towards a New International Economic Order
69/242	Assistance to the Palestinian people

Subprogramme 3
International trade

General Assembly resolutions

68/203	Commodities
69/214	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
70/186	Consumer protection

Subprogramme 4
Technology and logistics

General Assembly resolutions

60/252	World Summit on the Information Society
68/220	Science, technology and innovation for development
69/204	Information and communications technologies for development

Economic and Social Council resolutions

2015/26	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2015/27	Science, technology and innovation for development

Subprogramme 5
Africa, least developed countries and special programmes

General Assembly resolutions

67/221	Smooth transition for countries graduating from the list of least developed countries
67/222	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

68/18	Graduation of countries from the least developed country category
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
69/217	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
69/231	Follow-up to the Fourth United Nations Conference on the Least Developed Countries

Subprogramme 6
Operational aspects of trade promotion and export development

General Assembly resolutions

64/189	Unilateral economic measures as a means of political and economic coercion against developing countries
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/220	Operational activities for development of the United Nations system
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
66/186	Unilateral economic measures as a means of political and economic coercion against developing countries
66/215	Second United Nations Decade for the Eradication of Poverty (2008-2017)
66/218	Operational activities for development of the United Nations system
67/213	Report of the Governing Council of the United Nations Environment Programme on its twelfth special session and the implementation of section IV.C, entitled "Environmental pillar in the context of sustainable development", of the outcome document of the United Nations Conference on Sustainable Development

Economic and Social Council resolution

1819 (LV)	United Nations export promotion programmes

United Nations Framework Convention on Climate Change decisions

1/CP.21	Adoption of the Paris Agreement

World Trade Organization resolution:

WT/MIN (01)/DEC/1	Ministerial Declaration
WT/MIN (05)/DEC	Doha Work Programme: Ministerial Declaration
WT/MIN (11)/W/2	Elements for political guidance
WT/MIN (13)/DEC	Bali Ministerial Declaration
WT/MIN (15)/DEC	Nairobi Ministerial Declaration

Programme 11
Environment

Overall orientation

11.1 The United Nations Environment Programme (UNEP) is responsible for leading and coordinating action on environmental matters within the United Nations system. The mandate for UNEP derives from General Assembly resolution 2997 (XXVII). The governing body of UNEP further clarified the mandate of UNEP in its decision 19/1, setting out the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme, which the Assembly subsequently endorsed in the annex to its resolution S-19/2 in 1997 and reaffirmed in its resolution 53/242 in 1999 and its resolutions 66/288 and 67/213 in 2012.

11.2 UNEP will, within its mandate, promote environmental sustainability while contributing to balanced integration of the economic, social and environmental dimensions of sustainable development. In September 2015, the General Assembly adopted resolution its 70/1, containing the outcome document of the United Nations summit for the adoption of the post-2015 development agenda, entitled "Transforming our world: the 2030 Agenda for Sustainable Development". The synthesis report of the Secretary-General on the 2030 Agenda points to a strategic shift in sustainable development for a "truly universal and transformational course". That strategic shift also acknowledges the integrated nature of the challenges that countries face (e.g., gender equality, unemployment, income inequality, social exclusion and lack of environmental safeguards) and defines a new paradigm for sustainable development in which the environment is no longer treated in a silo.

11.3 The UNEP medium-term strategy for the period 2018-2021 builds on the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want" (General Assembly resolution 66/288), and the 2030 Agenda for Sustainable Development, adopted in September 2015. The strategy places people at the centre of sustainable development, promoting human well-being and meeting the needs of present and future generations without degrading the environment or exceeding the regenerative capacity of the planet. Science is fundamental to providing answers to address some of the most pressing sustainability issues of the twenty-first century. Strengthening the science policy interface to inform society of the risks and opportunities in new developments is therefore at the heart of the work of UNEP across the organization. The strategy for 2018-2021 provides a stepping stone towards a vision for 2030 in which men, women and children live on a healthier planet.

11.4 To achieve that ambitious vision, UNEP will, as the leading global environmental authority, promote the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serve as an authoritative advocate for the global environment. It will also meet the particular needs of regions and countries by tailoring its work to address their diverse environmental challenges, from varying vulnerability to climate change and disasters to improving ecosystem health, resource efficiency and air quality. That will also help countries implement the environmental dimension of the 2030 Agenda for Sustainable Development, United Nations Environment Assembly resolutions, multilateral environmental agreements and their plans, resolutions and decisions, and internationally agreed global environmental goals. The medium-term strategy also takes into account regional priorities and emerging issues identified through global and regional forums; the Global Environment Outlook process and other assessments; the UNEP environmental foresight process; and consultations with major groups and stakeholders. The strategy aims to make the most of the comparative advantage of UNEP, which is to provide an environmental lens through which to view, understand and advise on sustainable development.

11.5 UNEP will deliver its work within the context of seven priority areas for the biennium 2018-2019:

(a) Climate change;

(b) Resilience to disasters and conflicts;

(c) Healthy and productive ecosystems;

(d) Environmental governance;

(e) Chemicals, waste and air quality;

(f) Resource efficiency;

(g) Environment under review.

Subprogramme 1
Climate change

Objective of the Organization: To strengthen the ability of countries to transition to low-emission economic development and enhance their adaptation and resilience to climate change

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Countries increasingly advance their national adaptation plans, which integrate ecosystem-based adaptation	(i) Increase in the number of countries supported by UNEP with institutional arrangements in place to coordinate national adaptation plans
	(ii) Increase in the number of countries that have technical capacity to integrate ecosystem-based adaptation into national adaptation plans
	(iii) Increase in the number of countries that are ready to access or that have accessed climate change adaptation finance to implement adaptation plans
(b) Energy efficiency is improved and the use of renewable energy is increased in countries to help reduce greenhouse gas emissions and other pollutants as part of their low-emission development	(i) Increase in the number of countries supported by UNEP that make progress in adopting and/or implementing low-greenhouse gas emission development plans, strategies and/or policies

	(ii) Increase in climate finance invested by countries or institutions for clean energy, energy efficiency and/or amount of decarbonized assets
(c) Countries increasingly adopt and implement forest-friendly policies and measures that deliver quantifiable emissions reductions, recognizing the importance of non-carbon benefits resulting from such policies and measures, including social and environmental co-benefits	Increase in the number of countries that have secured finance, including performance-based finance, for the implementation of the policies and measures of the United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation and the Role of Conservation, Sustainable Management of Forests and Enhancement of Forest Carbon Stocks in Developing Countries (REDD-plus)

Strategy

11.6 The overall objective of the climate change subprogramme is to strengthen the transition of countries to low-emission economic development and enhance their adaptation and resilience to climate change. Looking ahead to 2030, the ultimate impact of the work of UNEP on climate change will be to reduce the vulnerability of countries to the adverse impacts of climate change and reduce emissions of greenhouse gases, including through REDD-plus activities. That impact can be realized if UNEP enables countries to transition from urgent and immediate actions to medium- and long-term adaptation planning processes; if renewable energy investments increase and improvements in energy efficiency accelerate; and if sustainable forest management is achieved through the policy approaches and positive incentives of the Programme, including results-based payments that reduce deforestation and forest degradation and enhance the conservation of forests.

11.7 To achieve such change, UNEP will address the different elements of the climate action continuum: science, policy, technology and finance. During the biennium 2018-2019, UNEP will support countries in: (a) building technical capacity, accessing adaptation finance and setting up institutions to coordinate national adaptation plans that integrate ecosystem-based adaptation; and (b) developing policies and standards to transform their markets and promote investment in clean energy and high-efficiency products. As cities are of particular importance in an era of accelerated urbanization, there should be a specific focus on climate-friendly urban development. Throughout its work, UNEP will implement gender-sensitive actions and promote South-South cooperation. Partnerships will be critical to the achievement of the desired impact.

11.8 In the area of adaptation and resilience, UNEP, together with its partner organizations, will continue to provide support in setting up institutions and enhancing the capacities of countries to advance their national adaptation plans, including the formulation and start of the implementation of those plans. Together with its partners, UNEP will promote the greening of national adaptation plans through ecosystem-based adaptation and other approaches. It will continue to support vulnerable countries in the implementation of ecosystem-based adaptation approaches, as mandated by the United Nations Environment Assembly in its resolution 1/8. UNEP will further analyse the effectiveness of ecosystem-based adaptation, including through its implementation at scale in different ecosystems; undertake vulnerability impact assessments guided by the Programme of Research on Climate Change Vulnerability, Impacts and Adaptation; and conduct economic assessments of adaptation options. The information on successful adaptation will be disseminated through UNEP-led knowledge networks, such as the Global Adaptation Network and its regional wings.

11.9 In the area of mitigation, UNEP will continue to strengthen partnerships, such as the Sustainable Energy for All Initiative, the Global Fuel Economy Initiative, the Global Market Transformation for Efficient Lighting Partnership, the Global Efficient Appliances and Equipment Partnership, the District Energy in Cities Initiative, the 1 Gigaton Coalition, the United for Efficiency Initiative, the Portfolio Decarbonization Coalition and the Global Alliance for Buildings and Construction, among others, including partners, such as the International Renewable Energy Agency. Through the Climate Technology Centre and Network, UNEP will continue to promote the accelerated development and transfer of climate-friendly technologies. The focus of those partnerships will evolve over time and be informed by country priorities and needs.

11.10 New focus areas will emerge, such as district energy in the building sector, which helps cities to develop, retrofit or scale up district-level energy systems to deliver heating and cooling to buildings. UNEP will continue to engage with non-State actors by building on the momentum created by different coalitions before the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Paris in December 2015. The Portfolio Decarbonization Coalition will be expanded, with new member institutions committing to reduce the carbon footprint of their managed assets. UNEP will continue to work with the Climate and Clean Air Coalition to reduce short-lived pollutants by catalysing policies and practices that provide multiple benefits by improving people's health, increasing food security, enhancing energy efficiency and alleviating poverty. All of those efforts will be shaped by the Paris Agreement and informed by UNEP-led assessments, nationally determined contributions and biennial update reports, which will continue to be developed with UNEP support. UNEP will continue to support negotiators for the United Nations Framework Convention on Climate Change, at the request of the countries concerned.

11.11 UNEP and its partners in the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD), the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Development Programme (UNDP) will continue to help countries to respond to the Warsaw Framework for REDD-plus for accessing results-based payments. UNEP will work to support countries on carbon stock management in terrestrial ecosystems for better and multiple benefits. It will also work with the private sector to support the development of innovative financing options. It will facilitate knowledge-sharing mechanisms and communication and outreach across sectors, including for better and multiple benefits. Through this, UNEP will support the integration of non-carbon benefits from REDD-plus and other natural solutions for climate change mitigation.

Subprogramme 2
Resilience to disasters and conflicts

Objective of the Organization: To support countries in increasingly preventing and reducing the environmental impacts of disasters and conflicts, while building resilience to future crises

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Countries and international partners integrate environmental measures for risk reduction in key policies and frameworks	(i) Increase in the proportion of countries in which environmental issues are addressed in national disaster risk reduction strategies
	(ii) Increase in the number of international partners' policies on risk reduction that integrate best practices in sustainable natural resource management advocated by UNEP
(b) Emergency response and post-crisis recovery plans integrate environmental considerations to increase the sustainability of recovery	(i) Percentage of country requests for emergency response met by UNEP
	(ii) Percentage of post-crisis recovery plans by Governments or international partners that integrate UNEP assessment recommendations
(c) Crisis-affected countries adopt key environmental and natural resource governance policies and sustainable practices as a contribution to recovery and development	Percentage of countries emerging from crisis that progress through the country capacity framework with UNEP support

Strategy

11.12 The overall objective of the resilience to disasters and conflicts subprogramme is to ensure that countries build sufficient resilience to prevent and reduce the environmental causes and consequences of disasters and conflicts. Looking ahead to 2030, the ultimate impact of the work of UNEP in building resilience to disasters and conflicts is to significantly reduce threats to health and livelihoods. The programme of work for the biennium 2018-2019 will focus on integrating best practice environmental approaches into the key prevention, response and recovery policies and frameworks of countries and the international community at the request of affected Member States. Effective global and national partnerships, both within and outside the United Nations system, are key to ensuring that UNEP efforts result in meaningful change, as well as the uptake and sustainability of results beyond the actions of UNEP.

11.13 During the biennium 2018-2019, UNEP will work to achieve impact in three ways. First, it will endeavour to ensure that the international community and vulnerable countries use best practice environmental management approaches to prevent and reduce the impacts of crises. UNEP is already working with many of the key actors in that domain through the Partnership for Environment and Disaster Risk Reduction, a global alliance of United Nations agencies, non-governmental organizations (NGOs) and specialist institutes. Other partners include the Department of Political Affairs, the World Bank and UNDP. Private sector partners will be particularly important for the work of UNEP in reducing the risks and impacts of industrial accidents.

11.14 Secondly, UNEP will work to enable countries and the humanitarian community to respond rapidly to the environmental impacts of crises. A key partner in that area is the Office for the Coordination of Humanitarian Affairs, with which UNEP has a long-standing Joint Environment Unit. Working through the Unit, UNEP can reach the wider humanitarian community. Those partnerships will be critical to extending the capacity of UNEP and to scaling up results, notably by mainstreaming environmental best practices into the policy and planning processes of other organizations.

11.15 Thirdly, UNEP will support countries that have experienced a crisis in reinstating key environmental policies, in order to encourage more sustainable and effective recovery. Key partners here are Governments, national actors, United Nations country teams in crisis-affected countries and others, including UNDP, the Department of Political Affairs, the Department of Peacekeeping Operations and the Office of the United Nations High Commissioner for Refugees.

11.16 Delivery will increasingly take place through UNEP regional offices, with dedicated coordination officers to draw on the expertise of UNEP divisions and to work in partnership with regional entities. Many such partners could be mentioned, but the following are likely to be particularly relevant: the African Union, the Economic and Social Commission for Asia and the Pacific, the Economic Commission for Europe (ECE), the Organization for Security and Cooperation in Europe, the Caribbean Disaster Emergency Management Agency and the Gulf Cooperation Council. Globally, UNEP will continue to collaborate with education partners to further support education and wider knowledge dissemination on ecosystem-based approaches to resilience and disaster risk reduction.

11.17 Meanwhile, UNEP will leverage synergies across others of its subprogrammes, in particular those on environmental governance, healthy and productive ecosystems, chemicals, waste and air quality, and climate change. The subprogramme on resilience to disasters and conflicts is closely aligned with the goals of the Sendai Framework on Disaster Risk Reduction 2015-2030 and the Sustainable Development Goals (in particular, Goals 1, 11, 13, 16 and 17). It will promote gender considerations by using data disaggregated by gender in environmental assessments and by engaging in specific projects that promote gender equality in policymaking processes and capacity-building activities.

Subprogramme 3
Healthy and productive ecosystems

Objective of the Organization: Marine, freshwater and terrestrial ecosystems are increasingly managed through an integrated approach that enables them to maintain and restore biodiversity, the long-term functioning of ecosystems and the supply of ecosystem goods and services

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels	(i) Increase in the number of countries and transboundary collaboration frameworks that have made progress in monitoring and maintaining the health and productivity of marine and terrestrial ecosystems
	(ii) Increase in the number of countries and transboundary collaboration frameworks that demonstrate enhanced knowledge of the value and role of ecosystem services
	(iii) Increase in the number of countries and groups of countries that improve their cross-sector and transboundary collaboration frameworks for marine and terrestrial ecosystem management
	(iv) Increase in the number of education institutions that integrate the ecosystem approach into education frameworks
(b) Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making	(i) Increase in the number of public sector institutions that test the incorporation of the health and productivity of marine and terrestrial ecosystems into economic decision-making
	(ii) Increase in the number of private sector entities that adjust their business models to reduce their ecosystem-related risks and/or negative impacts on marine and terrestrial ecosystems

Strategy

11.18 The overall objective of the healthy and productive ecosystems subprogramme is to support countries in managing marine, freshwater and terrestrial ecosystems through an integrated approach that enables them to maintain and restore biodiversity, the long-term functioning of ecosystems and the supply of ecosystem services and goods.

11.19 The ultimate impact of the work of UNEP in the subprogramme by 2030 will be healthier marine and terrestrial ecosystems that provide benefits, such as clean water, secure food production systems and natural beauty, that support the well-being of men, women and children. To realize that impact, UNEP and its partners will empower Governments, the private sector and civil society to collaborate, make more holistic decisions and align the delivery of development and business goals with the long-term functioning of ecosystems. The baseline and progress towards the expected accomplishments can be measured in part through the process-related indicators under the 2030 Agenda for Sustainable Development, but they will need to be complemented by other data sources to cover all elements of the indicators of achievement.

11.20 Through the subprogramme, UNEP will drive change over both the short- and the long-term horizons. In the short term, it will strengthen partnerships and support countries in better monitoring and accounting for biodiversity and the health and productivity of ecosystems, thus guiding better public and private decision-making. It will work with sectoral partners to put in place cross-sectoral ecosystem management frameworks. It will also support agreements and use knowledge products (such as scenarios, spatial plans, trade-off analyses and ecosystem-based sectoral performance monitoring systems) to ensure synergies and promote ecosystem management that delivers on multiple sustainable development goals and targets, including the Strategic Plan for Biodiversity 2011-2020 and the Aichi Biodiversity Targets. To that effect, the parties to the existing regional sea conventions will be encouraged to work towards the sustainable management and use of the marine and coastal environment, and the creation of regional sea conventions will be fostered where necessary.

11.21 To foster long-term change and move considerations for healthy and productive ecosystems from the periphery to the centre of economies, UNEP will work with development banks and the finance sector, among other partners, to raise awareness of how the ecosystem approach can be firmly included in public and private economic decision-making. UNEP will also seek to institutionalize the ecosystem approach in educational frameworks and the education of graduates, who represent the future professionals in various sectors taking decisions that affect the health and productivity of ecosystems (e.g., economists, engineers and lawyers). To deliver the subprogramme, UNEP will build and strengthen partnerships for integrated ecosystem management, especially by further engaging with academia, the finance sector and ministries of planning and finance. Collaboration with the secretariats of multilateral environmental agreements, NGOs, media and United Nations sister agencies will continue and be strengthened, especially with sectoral advocacy groups, the Statistics Division, the United Nations Educational Social and Cultural Organization, the Department of Economic and Social Affairs and multilateral organizations working on oceans.

11.22 The successful delivery of the subprogramme will require close collaboration with other UNEP subprogrammes. Working with the subprogrammes on environmental governance and environment under review, UNEP will help to provide the required enabling conditions. It will work alongside the subprogrammes on resource efficiency, chemicals, waste and air quality, climate change and resilience to disasters and conflicts to decrease some of the key pressures on ecosystems and to build the resilience and mitigation capacity of ecosystems.

Subprogramme 4
Environmental governance

Objective of the Organization: To foster policy coherence and strong legal and institutional frameworks to increasingly achieve environmental goals in the context of sustainable development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) The international community increasingly converges on common and integrated approaches to achieve environmental objectives and implement the 2030 Agenda for Sustainable Development	(i) Increase in the number of United Nations entities, international organizations and forums integrating environmental policy issues or approaches emerging from UNEP policy advice into policy documents, strategies or plans on sustainable development
	(ii) Increase in the uptake of approaches for the coherent implementation of multiple multilateral environmental agreements, or other multilateral institutional mechanisms, as a result of UNEP support
	(iii) Increase in concerted policy action taken by countries on environmental issues of international concern
(b) Institutional capacities and policy and/or legal frameworks enhanced to achieve internationally agreed environmental goals, including the 2030 Agenda for Sustainable Development/the Sustainable Development Goals	(i) Increase in the number of countries that have the enhanced institutional capacity and legal frameworks to fully implement the multilateral environmental agreements and for the achievement of internationally agreed environmental goals, including the 2030 Agenda for Sustainable Development/the Sustainable Development Goals
	(ii) Increase in the integration of the environment into sustainable development planning, including as part of achieving the 2030 Agenda for Sustainable Development/the Sustainable Development Goals
	(iii) Number of partnerships between UNEP and representatives of major groups and stakeholders to promote the achievement of internationally agreed environmental goals, including the Sustainable Development Goals

Strategy

11.23 The overall objective of the environmental governance subprogramme is to strengthen environmental governance to support the achievement of internationally agreed environmental goals and the implementation of the 2030 Agenda for Sustainable Development.

11.24 The ultimate impact of the work of UNEP in environmental governance by 2030 will be that the environmental dimension of sustainable development is addressed through inclusive, sustainable and coherent governance arrangements. That requires, at all levels of governance, informed and coherent policy direction; concerted and harmonized action on environmental issues and responsive normative frameworks; and effective and transparent institutions and the participation of all stakeholders. It also requires strengthened science-policy linkages, adequate institutional capacities and supporting finance. Strengthened governance arrangements will also support effective responses to emerging issues.

11.25 During the biennium 2018-2019, UNEP will promote harmonized policies on the environment, including in thematic areas covered by multilateral environmental agreements and other multilateral institutional arrangements. It will promote the full integration of the environment into sustainable development policies and more coordinated approaches to achieving environmental objectives as part of the 2030 Agenda for Sustainable Development. It will do so through its role in United Nations inter-agency mechanisms and through advisory services and policy advice to Governments, intergovernmental forums and international organizations. It will promote the development and use of implementation approaches to multilateral environmental agreements that, by addressing commonalities, result in synergy and efficiency of action. It will support intergovernmental and other decision-making processes that are aimed at taking concerted policy action on environmental issues of international concern, such as the illegal trade in wildlife, transboundary pollution and other priorities identified in the Montevideo Programme for the Development and Periodic Review of Environmental Law and resolutions of the United Nations Environment Assembly.

11.26 UNEP will also support the promotion of stronger national institutions, better enforcement capacities and enhanced policies and laws to enable the achievement of environmental goals. It will ensure that gender responsiveness is integral to institutional strengthening and that gender-sensitive policies and laws are promoted. To achieve that, UNEP will invest in knowledge tools, training and technical assistance, in partnership with key global and local actors.

11.27 At a regional and country level, through its strategic regional presence and on the basis of assessed needs, UNEP will strengthen the enabling conditions for the full implementation of multilateral environmental agreements and the 2030 Agenda for Sustainable Development by working with a wide spectrum of stakeholders, including the most important actors for change, such as policymakers, legislators and the enforcement sector, and civil society and the private sector, who are at the core of enacting and promoting the implementation of policy and regulatory frameworks. It will also promote the foundations for inclusive governance by focusing on the implementation of the rule of law principle with regard to the environment. UNEP will rely on "Delivering as one United Nations" efforts and partnerships with other United Nations agencies and players on the ground, building and expanding on successful joint initiatives, including the UNDP-UNEP Poverty-Environment Initiative.

11.28 UNEP will expand its collaboration with United Nations agencies and bodies active in environmental governance, including UNDP, FAO, the United Nations Conference on Trade and Development, the secretariat of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, the Rule of Law Unit, the World Bank and regional organizations. It will also engage in partnerships that advance more integrated approaches to sustainable development, for example, by working with United Nations agencies and bodies active in the social dimension of sustainable development, and with development- and trade-oriented organizations, such as development banks. It will promote a multi-stakeholder approach that includes the private sector and NGOs. It will collaborate with networks of institutions and experts, including judicial networks, parliamentarians' organizations, enforcement networks, universities and centres of excellence.

Subprogramme 5
Chemicals, waste and air quality

Objective of the Organization: To promote sound management of chemicals and waste and to improve air quality in order to enable a healthier environment and better health for all

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Policies and legal, institutional and fiscal strategies and mechanisms for sound chemicals management developed or implemented in countries within the frameworks of relevant multilateral environmental agreements and the Strategic Approach to International Chemicals Management	(i) Increase in the number of countries that have used UNEP analysis or guidance and, where possible, are applying a multisectoral approach in developing or implementing legislation, policies or action plans that promote sound chemicals management and implementation of the relevant multilateral environmental agreements and the Strategic Approach to International Chemicals Management
	(ii) Increase in the number of private companies/industries that have developed or implemented a strategy or specific actions on sound chemicals management using UNEP analysis or guidance
	(iii) Increase in the number of civil society organizations that have undertaken action on improving chemicals management using UNEP analysis or guidance

(b) Policies and legal, institutional and fiscal strategies and mechanisms for waste prevention and sound waste management developed or implemented in countries within the frameworks of relevant multilateral environmental agreements	(i) Increase in the number of countries that have used UNEP analysis or guidance in implementing waste prevention and sound management policies and good practices, in accordance with relevant multilateral environmental agreements, the Strategic Approach to International Chemicals Management and other relevant international agreements
	(ii) Increase in the number of private companies/industries that have used UNEP analysis or guidance in implementing policies and good practices for waste prevention and sound waste management
	(iii) Increase in the number of civil society organizations that have taken action to enhance waste prevention and improve waste management using UNEP analysis or guidance
(c) National emissions sources identified, policies, legal, regulatory, fiscal and institutional frameworks and mechanisms for the reduction of air pollution developed, institutional capacity for improved air quality built and air quality assessments done by countries with support from UNEP	(i) Increase in the number of countries that have developed national emissions inventories and air quality assessments with publicly accessible monitoring data and electronically available information
	(ii) Increase in the number of countries that have adopted policies, standards and legal, regulatory, fiscal and institutional frameworks and mechanisms for improved air quality with UNEP analysis or guidance
	(iii) Increase in the number of countries that have raised awareness of the importance of air quality and have made air quality monitoring data and other information publicly available and easily understandable with UNEP analysis or guidance

Strategy

11.29 The overall objective of the chemicals, waste and air quality subprogramme is to support countries in their efforts to improve the management of chemicals and waste and improve air quality, in order to significantly reduce negative impacts on the environment and human health. Addressing air quality will mean a reduction in particulate matter and other air pollutants over and above chemicals and waste that are harmful to human health.

11.30 Under the subprogramme, UNEP will continue to support the implementation of relevant chemicals, pollution and waste-related multilateral environmental agreements and the Strategic Approach to International Chemicals Management framework. Special attention will be paid to the implementation of two United Nations Environment Assembly resolutions: 1/5, on chemicals and waste, and 1/7, on strengthening the role of UNEP in promoting air quality. Although there are two separate expected accomplishments for chemicals and waste under the subprogramme, UNEP will ensure coherent and integrated implementation in both thematic areas and also in relation to the Global Chemicals Outlook and Global Waste Management Outlook reports and their follow-up.

11.31 To achieve the objectives of the subprogramme, UNEP will work with Governments, businesses and civil society organizations to help them reduce the levels of harmful chemicals, hazardous waste and air pollution, including from sand and dust storms; increase the reuse, reduction, recycling and recovery of waste; and expand the use of green, non-harmful, non-polluting chemicals. UNEP will strongly advocate the design of products and processes that minimize air pollution and the generation and use of hazardous substances.

11.32 UNEP recognizes that the human health impacts of unsound chemicals and waste management and reduced air quality are often differentiated by gender and socially determined, with the greatest burdens carried by women, children and those in poor and disadvantaged communities. Under the subprogramme, UNEP will ensure that gender perspectives are addressed in its project design and implementation, while ensuring that risk assessments incorporate gender-specific tools and data disaggregated by gender. It will also encourage the mainstreaming of gender aspects into the sound management of chemicals and waste and in increasing air quality.

11.33 The objectives and goals of the subprogramme can be achieved by enabling countries to integrate the environmentally sound management of chemicals and waste and air quality improvement into laws, regulations, policies, budgets, strategies and fiscal reforms; by increasing their knowledge of the risks posed by harmful chemicals and polluted air; and by promoting green design and sustainable chemistry. In addition, UNEP will encourage all stakeholders, including those in the private sector, to adopt environmentally sound technologies, especially the best available techniques and environmental practices, where possible, for the sound management of chemicals and waste.

11.34 UNEP will emphasize the concept of environmentally sound management of chemicals and wastes, including risk prevention and reduction, for the achievement of the 2020 goal of the Strategic Approach to International Chemicals Management and the targets of the Sustainable Development Goals, which are also meant to enhance sustainable urban development. To achieve those goals and targets, it will work towards coherent and integrated implementation, following up on the conclusions and recommendations contained in the recent Global Chemicals Outlook and Global Waste Management Outlook reports. Furthermore, the role of UNEP in international frameworks will be further capitalized upon to strengthen its work on air quality during the coming years and beyond.

11.35 UNEP will further develop the three components of the integrated approach to financing the sound management of chemicals and waste (mainstreaming, industry involvement and dedicated external finance). In parallel, the organization will develop and share scientific and technological assessments, including risk assessments, tools, methods and guidance to ensure effective implementation.

11.36 UNEP and its partners will promote the environmentally sound management of chemicals and wastes, life-cycle approaches, the concept of a circular economy and green and sustainable chemistry. Such ideas will be applied to enhance the sound management of chemicals and waste and improve air quality, and to reduce waste generation and disposal. UNEP will emphasize the importance of emerging issues identified in the resolutions adopted at the fourth session of the International Conference on Chemicals Management and will continue to support the efforts made towards the achievement of the 2020 goal and the development of the post-2020 framework on chemicals and waste.

11.37 UNEP will embrace and work to advance the environmentally sound management of chemicals and wastes and the concept of sustainable and green chemistry, which has emerged as a promising opportunity to transform the way chemicals are designed, produced, reused and disposed of throughout their life cycle, in addition to helping to inform and realize air quality and climate benefits. In that work, it will build on the lessons of the Vienna Convention for the Protection of the Ozone Layer and the Montreal Protocol thereto on Substances that Deplete the Ozone Layer.

11.38 UNEP will work with partners to address the emerging issue of sand and dust storms. That includes monitoring, modelling, knowledge-sharing, the development of a strategic plan of action and enhanced collaboration among stakeholders, among other work.

11.39 UNEP will establish, strengthen and coordinate the necessary partnerships to scale up the use of tools and guidelines; improve the mainstreaming of chemicals and waste and air quality management into the health and other sectors; and consolidate the scientific evidence underpinning those issues.

11.40 Key stakeholders and partners include the secretariats of the multilateral environmental agreements related to chemicals and waste, the regional centres of the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal and the Stockholm Convention on Persistent Organic Pollutants, the participating organizations of the Inter-Organization Programme for the Sound Management of Chemicals, Clean Air Asia, the International POPS Elimination Network, the International Council of Chemical Associations, the PCBs Elimination Network, the International Solid Waste Association, the International Organization for Standardization, national ministries of the environment, finance, industry, technology and transport and the academic sector.

11.41 UNEP will strengthen its leading role in supporting and implementing partnerships that promote better air quality. Examples of such partnerships at the global level include the Climate and Clean Air Coalition and the Partnership for Clean Fuels and Vehicles. Cooperation with ECE, the World Health Organization and the World Meteorological Organization will be strengthened to capitalize on their respective degrees of expertise, avoid duplication and help to achieve complementary results. At the regional level, the Asia-Pacific Clean Air Partnership serves as a successful model. UNEP will continue to host the global secretariats for both the Climate and Clean Air Coalition and the Partnership for Clean Fuels and

Vehicles. It will enhance the support it provides to those and other partners to reduce the small particulate matter emissions of the global vehicle fleet by 90 per cent. In addition to transport, its work on air quality will include work across other relevant sectors to ensure that air quality action plans are effectively implemented.

11.42 UNEP will work closely with its regional offices to identify regional priorities and needs and ensure increased coordination and effective regional delivery. The regional offices will continue to support several regional initiatives, including the implementation of intergovernmental agreements and air quality action plans.

11.43 UNEP will continue to leverage impact through its work with the Global Environment Facility and the Multilateral Fund for the Implementation of the Montreal Protocol, which are key funders in this field.

Subprogramme 6
Resource efficiency

Objective of the Organization: To support countries' transition to sustainable development through multiple pathways, including green economy in the context of sustainable development and poverty eradication, and the adoption of sustainable consumption and production patterns

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Science-based approaches that support the transition to sustainable development through multiple pathways, including green economy in the context of sustainable development and poverty eradication, and the adoption of sustainable consumption and production patterns at all levels	(i) Increase in the number of countries transitioning to sustainable development through multiple pathways, including through implementing green economy in the context of sustainable development and poverty eradication
	(ii) Increase in the number of local governments and cities that measure their resource profiles and report on the sustainable management of resources on the basis of global frameworks
(b) Public, private and finance sectors increasingly adopt and implement sustainable management frameworks and practices	(i) Increase in the number of public and private stakeholders that base their decision-making on life-cycle approaches
	(ii) Increase in the number of public and private financial stakeholders that adopt sustainable finance principles, processes and frameworks
	(iii) Increase in the number of countries and businesses that implement sustainable tourism policies

	(iv) Increase in the number of companies reporting sustainable management practices that they have adopted
	(v) Increase in the number of countries and private sector stakeholders implementing sustainable consumption and production policies in the building and construction sector
(c) Public and private sectors are increasingly aware of and support the adoption of sustainable lifestyles and sustainable consumption patterns	(i) Increase in the number of countries implementing sustainable public procurement policies
	(ii) Increase in the number of countries implementing campaigns, awareness-raising, advocacy and educational initiatives that promote sustainable lifestyles, consumption and production, including gender equality
	(iii) Increase in the number of countries that measure food waste at the national level using the Food Loss and Waste Protocol

Strategy

11.44 The objective of the resource efficiency subprogramme is to support the transition to sustainable development through multiple pathways, including green economy in the context of sustainable development and poverty eradication, and the adoption of sustainable consumption and production patterns at all levels. That involves a transition to sustainable consumption and production patterns, decoupling economic growth from environmental degradation and negative environmental impacts, while improving human well-being. All of the expected accomplishments and indicators of the subprogramme are aligned with the Sustainable Development Goals and targets to ensure a direct contribution and attribution to the achievement of the 2030 Agenda.

11.45 In that regard, UNEP is well placed to support the transition to sustainable development through its extensive networks, partnerships, delivery platforms and flagship initiatives, such as the International Resource Panel, the 10-year framework of programmes on sustainable consumption and production patterns, the UNEP Finance Initiative and the Partnership for Action on Green Economy. The independent scientific assessments of the International Resource Panel help to bridge the science-policy gap and ensure that policymakers have access to policy options for the transition to sustainable development. Through the 10-year framework of programmes on sustainable consumption and production patterns, UNEP will work with more than 300 partners across the public and private sectors, civil society and academia to strengthen consumer information and promote sustainable approaches to public procurement, tourism, food systems, buildings and construction, and lifestyles more generally. The UNEP Finance Initiative engages more than 300 partners in the banking, investment and insurance sectors, encouraging them to adopt sustainable finance principles. The Partnership for

Action on Green Economy involves five United Nations agencies (UNEP, the International Labour Organization, UNDP, the United Nations Industrial Development Organization and the United Nations Institute for Training and Research) providing a comprehensive suite of advisory services to help countries the build the enabling conditions for the transition to sustainable development.

11.46 To achieve the envisaged impact by 2030, UNEP will support countries and subnational governments in institutionalizing capacities and implementing frameworks, policies and action plans to promote the transition to sustainable development through multiple pathways, including green economy in the context of sustainable development and poverty eradication and sustainable consumption and production policies. It will support the private sector across sectors and along value chains in implementing sustainable management and cleaner production practices and increased investment in circular and green technologies. Cities offer opportunities for taking the lead in moving towards sustainable consumption and production, global resilience and environmental sustainability. Those opportunities are addressed through policy and capacity-building support that will enable cities to move towards resource efficiency. UNEP will also promote sustainable lifestyles and consumption patterns through educational and awareness-raising campaigns and initiatives, thus influencing the demand for sustainable products. Such campaigns will respond to generational and gender-specific roles and needs.

11.47 During the biennium 2018-2019, UNEP will provide continued support to countries and subnational governments to promote a science-based transition to sustainable development. Such approaches should be incorporated into frameworks, policies and action plans to create a basis for that transition. UNEP will also work with the public, private and finance sectors to encourage them to increasingly adopt and implement sustainable management frameworks and practices.

11.48 UNEP will draw on its extensive network of partners in the public and private sectors, including the financial sector, civil society and academia, to deliver on the expected accomplishments of the subprogramme. Increased regional and country engagement, facilitated by UNEP regional offices, will play an important role in ensuring that the subprogramme is well anchored and responds to regional and country priorities. Close engagement with regional bodies, economic commissions, United Nations agencies and country teams, including participation in the formulation and implementation of United Nations Development Assistance Frameworks, are essential in that regard.

11.49 The products and services that UNEP will deliver to achieve the expected accomplishments include environmental assessments; research and analysis on economics, sustainable trade and fiscal policy; methodologies, policy tools and knowledge products; and capacity development services and technical support. Support for the provision of secretariat services and the hosting of special initiatives, outreach and awareness and communications initiatives complete the set of products and services offered through the subprogramme. Multi-stakeholder partnerships for implementation, such as those referred to in the six programmes of the 10-year framework of programmes on sustainable consumption and production patterns, serve to extend and increase the influence and implementation capacity of UNEP.

11.50 While there are strong capacities, partnerships, networks and delivery platforms in place, delivery of the programme of work will depend on continued and increased support from donors. An adequate level of resources needs to be mobilized from donors and other partners. Effective private sector engagement is crucial in that regard, since the financing of the sustainable development agenda as a whole and the adoption of sustainable consumption and production patterns will require significant financing from a private sector that is reoriented towards green, low-carbon and resource-efficient development pathways. As a result of its inquiry into the design of a sustainable financial system, UNEP has estimated that this reorientation requires investment of up to $7 trillion per annum. In addition, the financial system itself must align with the 2030 Agenda for Sustainable Development.

Subprogramme 7
Environment under review

Objective of the Organization: Governments and other stakeholders are empowered with quality assessments and open access to data and information to deliver the environmental dimension of sustainable development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action	(i) Increase in the number of tagged and maintained data sets available in the United Nations system data catalogue, enabling systematic user access to relevant data on the environmental dimension of the Sustainable Development Goals
	(ii) Increase in the number of countries reporting on the environmental dimension of sustainable development through shared environmental information systems, with country-level data made discoverable through UNEP
	(iii) Strengthening of the science-policy interface by countries, based on the use of data, information and policy analysis in the areas of air quality, water quality, ecosystems, biodiversity, waste and hazardous chemicals, the marine environment and emerging issues
	(iv) Increase in the number of indicators to measure the environmental dimension of sustainable development made through UNEP Live that are disaggregated by vulnerable groups, especially by gender, geography and age

	(v) Increased numbers of people belonging to different major groups and stakeholders acknowledging the relevance and usefulness of the data and environmental information made available by UNEP
	(vi) Increase in the number of relevant global, regional and national forums and institutions using data on environmental trends identified through UNEP for environmental assessment, early warning on emerging issues and/or facilitation of policy action
	(vii) Level of accessibility and ease of use of UNEP environmental information through open platforms measured against internationally recognized standards for open access to information

Strategy

11.51 The overall objective of the environment under review subprogramme is to empower Governments and other stakeholders in delivering the environmental dimension of sustainable development by keeping the environment under review. Through the subprogramme, UNEP seeks to inform policy action with environmental assessments and open access to high-quality and relevant data and information.

11.52 The ultimate impact of the work of UNEP is that, by 2030, policymaking and stakeholder action are guided by environmental data and information and have fully integrated the environmental dimension of sustainable development, resulting in shared prosperity for all within the ecological limits of the planet. To achieve that, timely, accurate and relevant knowledge needs to inform policymaking and stakeholder action.

11.53 UNEP will therefore continue to strengthen the science-policy interface through, among other things, policy-relevant assessments and analyses informed by regional priorities; strong partnerships with expert networks and scientific bodies (including the Science and Technology Alliance for Global Sustainability, the Intergovernmental Panel on Climate Change and the Intergovernmental Platform on Biodiversity and Ecosystem Services); enhanced country capacity in environmental reporting and data use for more informed policy and decision-making; and, together with relevant United Nations agencies and the secretariats of multilateral environmental agreements, regular reviews of the integration of the environmental dimension into sustainable development to inform the United Nations Environment Assembly and other high-level political forums.

11.54 For successful delivery of the 2030 Agenda, Governments and other stakeholders need to be empowered to track progress of the environmental dimension of sustainable development. By strengthening the science-policy interface, UNEP will assist countries in their use of quality open environmental data and participatory processes to generate evidence-based environmental assessments, identify emerging issues and inform policy action.

11.55 That requires the following deliverables to be put in place during the biennium 2018-2019 to strengthen the science-policy interface: (a) thematic and integrated environmental assessment processes to review progress towards global environmental goals and keep the environment under review (notably through the Global Environment Outlook process and the biennial regional environmental information network conferences); (b) regular identification, analysis and communication of emerging issues; (c) support for countries in the follow-up to and review of the Sustainable Development Goals; (d) integration and maintenance of environment-related information in the United Nations system data catalogue (supported by the Sustainable Development Goals interface ontology); (e) open access to dynamically updated quality data, information and knowledge relevant to keeping the environment under review (UNEP Live); and (f) support for global, regional and national indicator reporting systems that generate data flows, including on the Sustainable Development Goals and their targets. Together, those outputs will enhance the use of open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and inform policy action, including the development of policies, guidelines and instruments to enhance environmental sustainability and well-being.

11.56 UNEP will support the strengthening of statistics offices, scientific networks and partnerships with relevant global Earth observation systems. It will promote the disaggregation of data by vulnerable groups, especially by geography, age and sex, and regularly review gender-environment linkages to guide policy action towards gender equality. Through the subprogramme, it will also develop communication and engagement strategies, tools, methodologies and technical support, targeting Governments, regional and national forums and institutions, and major groups and stakeholders to foster the uptake of policy-relevant information. UNEP will contribute to joint outputs with the secretariats of multilateral environmental agreements and relevant United Nations agencies, such as thematic reviews of the integration of the environmental dimension across goals and the development of the *Global Sustainable Development Report*, with the aim of informing Governments and stakeholders of key environmental priorities and emerging issues so that they can be fully considered and integrated into policymaking.

Legislative mandates

General Assembly resolutions

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation
47/190	Report of the United Nations Conference on Environment and Development
S-19/2	Programme for the Further Implementation of Agenda 21
65/2	Outcome Document of the High-level review Meeting on the Implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

66/288	The future we want
67/213	Report of the Governing Council of the United Nations Environment Programme on its twelfth special session and the implementation of section IV.C, entitled "Environmental pillar in the context of sustainable development", of the outcome document of the United Nations Conference on Sustainable Development
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
67/251	Change of the designation of the Governing Council of the United Nations Environment Programme
67/293	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (subprogrammes 2 and 4)
67/294	New Partnership for Africa's Development: progress in implementation and international support
68/130	Policies and programmes involving youth
68/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
68/210	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
68/215	Report of the Governing Council of the United Nations Environment Programme on its first universal session and the implementation of section IV.C, entitled "Environmental pillar in the context of sustainable development", of the outcome document of the United Nations Conference on Sustainable Development
68/220	Science, technology and innovation for development
68/223	Culture and sustainable development
68/234	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
70/195	Combating sand and dust storms

Governing Council decisions

19/1	Nairobi Declaration on the Role and Mandate of UNEP
27/2	Implementation of paragraph 88 of the outcome document of the United Nations Conference on Sustainable Development
27/11	State of the environment and contribution of the United Nations Environment Programme to meeting substantive environmental challenges
27/13	Proposed medium-term strategy for the period 2014-2017 and biennial programme of work and budget for 2014-2015

United Nations Environment Assembly resolutions

1/1	Ministerial outcome document of the first session of the United Nations Environment Assembly of the United Nations Environment Programme
1//2	Amendments to the rules of procedure
1/3	Illegal trade in wildlife
1/4	Science-policy interface
1/5	Chemicals and waste
1/6	Marine plastic debris and microplastics
1/7	Strengthening the role of the United Nations Environment Programme in promoting air quality
1/8	Ecosystem-based adaptation
1/9	Global Environment Monitoring System/Water Programme (GEMS/Water)
1/10	Different visions, approaches, models and tools to achieve environmental sustainability in the context of sustainable development and poverty eradication
1/11	Coordination across the United Nations system in the field of the environment, including the Environment Management Group
1/12	Relationship between the United Nations Environment Programme and multilateral environmental agreements
1/13	Implementation of Principle 10 of the Rio Declaration on Environment and Development
1/14	Revised programme of work and budget for the biennium 2014-2015
1/15	Proposed programme of work and budget for the biennium 2016-2017

1/16	Management of trust funds and earmarked contributions
1/17	Amendments to the Instrument for the Establishment of the Restructured Global Environment Facility

Subprogramme 1
Climate change

General Assembly resolutions

67/208	International cooperation to reduce the impact of the El Niño phenomenon
67/215	Promotion of new and renewable sources of energy
68/212	Protection of global climate for present and future generations of humankind

Governing Council decisions

27/10	Climate Technology Centre and Network

Decisions of the Conference of the Parties to the United Nations Framework Convention on Climate Change

9-15/CP.19	Warsaw Framework for REDD-plus
18/CP.21	Methodological issues related to non-carbon benefits resulting from the implementation of the activities referred to in decision 1/CP.16, paragraph 70

Subprogramme 2
Resilience to disasters and conflicts

General Assembly resolutions

68/36	Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control
68/99	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
68/102	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
68/103	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
68/206	Oil slick on Lebanese shores
68/211	International Strategy for Disaster Reduction

Governing Council decisions

SS.XI/2	United Nations Environment Programme support for Haiti: strengthening environmental response in Haiti
23/7	Strengthening environmental emergency response and developing disaster prevention, preparedness, mitigation and early warning systems in the aftermath of the Indian Ocean tsunami disaster
23/11	Gender equality in the field of the environment (para. 10)
26/15	Strengthening international cooperation on the environmental aspects of emergency response and preparedness

Subprogramme 3
Healthy and productive ecosystems

General Assembly resolutions

64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
67/205	Towards the sustainable development of the Caribbean Sea for present and future generations
68/70	Oceans and the law of the sea
68/71	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
68/205	World Wildlife Day
68/209	Agricultural technology for development
68/213	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
68/214	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
68/216	Harmony with Nature
68/217	Sustainable mountain development
68/231	International Year of Pulses, 2016
68/232	World Soil Day and International Year of Soils
68/233	Agriculture development, food security and nutrition

Governing Council decisions

26/14	Global Environment Monitoring System/Water Programme
26/16	Promoting South-South cooperation on biodiversity for development
27/3	International water quality guidelines for ecosystems
27/4	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
27/6	Oceans

United Nations Environment Assembly resolutions

1/8	Ecosystem-based adaptation
1/9	Global Environment Monitoring System/Water Programme (GEMS/Water)

Subprogramme 4
Environmental governance

General Assembly resolutions

64/201	United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
67/7	Cooperation between the United Nations and the Central European Initiative
67/10	Cooperation between the United Nations and the Eurasian Economic Community
67/13	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
67/14	Cooperation between the United Nations and the Economic Cooperation Organization
67/249	Cooperation between the United Nations and the Caribbean Community
67/302	Cooperation between the United Nations and the African Union
67/303	Cooperation between the United Nations and the Pacific Islands Forum
68/213	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
68/214	Implementation of the Convention on Biological Diversity and its contribution to sustainable development

Governing Council decisions

SS.VII/1	International environmental governance
SS.VII/4	Compliance with and enforcement of multilateral environmental agreements
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance, (section II: Strengthening the scientific base of the United Nations Environment Programme)
SS.XI/5	Environmental law
	A. Guidelines for the development of national legislation on access to information, public participation and access to justice in environmental matters
	B. Guidelines for the development of guidelines for the development of domestic legislation on liability, response action and compensation for damage caused by activities dangerous to the environment
24/11	Intensified environmental education for achieving sustainable development
25/11	Environmental Law
	Fourth Programme for the Development and Periodic Review of Environmental Law
SS.XII/3	International environmental governance
27/5	Coordination across the United Nations system including the Environment Management Group
27/9	Advancing justice, governance and law for environmental sustainability

United Nations Environment Assembly resolutions

1/3	Illegal trade in wildlife

Subprogramme 5
Chemicals, waste and air quality

General Assembly resolutions

68/73	Effects of atomic radiation
68/208	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea
68/218	The role of the international community in averting the radiation threat in Central Asia

Governing Council decisions

SS.IX/1	Strategic approach to international chemicals management
24/4	Prevention of illegal international trade
25/5	Chemicals management, including mercury
SS.XII/4	Consultative process on financing options for chemicals and wastes
SS.XII/5	Enhancing cooperation and coordination within the chemicals and wastes cluster
27/12	Chemicals and waste management

United Nations Environment Assembly resolutions

1/5	Chemicals and waste
1/7	Strengthening the role of the United Nations Environment Programme in promoting air quality

Subprogramme 6
Resource efficiency

General Assembly resolutions

67/223	Promotion of ecotourism for poverty eradication and environment protection
68/207	Sustainable tourism and sustainable development in Central America

Governing Council decisions

27/7	Work by the United Nations Environment Programme on sustainable consumption and production
27/8	Green economy in the context of sustainable development and poverty eradication

Subprogramme 7
Environment under review

General Assembly resolutions

67/113	International cooperation in the peaceful uses of outer space
68/215	Report of the Governing Council of the United Nations Environment Programme on its first universal session and the implementation of section IV.C, entitled "Environmental pillar in the context of sustainable development", of the outcome document of the United Nations Conference on Sustainable Development (paras. 10 and 11)

Governing Council decisions

SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance
	II: Strengthening the scientific base of the United Nations Environment Programme
24/1	Implementation of decision SS.VII/1 on international environmental governance
	III: Strengthening the scientific base of the United Nations Environment Programme
24/11	Intensified environmental education for achieving sustainable development
SS.X/5	Global Environment Outlook: environment for development
SS.XII/6	World environmental situation

United Nations Environment Assembly resolutions

1/4	Science-policy interface

Programme 12

Human settlements

Overall orientation

12.1 The United Nations Human Settlements Programme (UN-Habitat) is the specialized programme for sustainable urbanization and human settlements in the United Nations system. Goal 11 of the Sustainable Development Goals, contained in the recently adopted 2030 Agenda for Sustainable Development, calls upon the global community to make cities and human settlements inclusive, safe, resilient and sustainable. This stand-alone Goal, in addition to other specific targets under other Goals, promotes an integrated, holistic and universal approach to urbanization. The focus of UN-Habitat and the strategic plan for 2014-2019 is fully aligned with Goal 11 and related goals. UN-Habitat is uniquely placed to support countries towards the achievement of Goal 11, its targets and related goals.

12.2 The six-year strategic plan for the period 2014-2019 is being implemented through three successive biennial strategic frameworks, for 2014-2015, 2016-2017 and 2018-2019. The direction of the present strategic framework is likely to be further guided and strengthened by the outcome document of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), to be entitled "The New Urban Agenda".

12.3 The rapidly increasing dominance of cities as the habitat of humankind places the process of urbanization among the most significant global trends of the twenty-first century. Urbanization is now accepted as a broader force that can help the world overcome some of its major global challenges, such as climate change, poverty and inequality. The strategic plan for 2014-2019 identifies key challenges on urbanization and human settlements and sets out a vision and strategic direction for addressing them. In the strategic plan, Member States set out a new vision of the role of urbanization in sustainable development and placed a strong focus on UN-Habitat as the leading global programme focusing on sustainable urbanization.

12.4 Responding to the assertion by Governments and partners of the importance of sustainable urbanization, UN-Habitat promotes a new approach to urban development that is able to integrate all facets of sustainable development to promote equity, welfare and shared prosperity. The Programme is focused on all levels of human settlements, from small rural communities, villages and market towns to intermediate cities and metropolises. The upcoming Habitat III conference will consider how to systematize the alignment between cities and towns and national planning objectives in their role as drivers of national economic, social and environmental development.

12.5 Considering the close linkages between urbanization and climate change and aware of the importance of urban planning, transport and buildings to climate action, the strategic framework will build on multi-stakeholder initiatives supporting cities and subnational authorities in the implementation of the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change. It will support cities and human settlements to reduce their environmental impact and emissions and address their impact on human and public health and climate change, enhance urban resilience, help cities to access climate finance and support vertical integration schemes that empower cities to take climate action and implement global targets at the local level.

12.6 Within the framework of the strategic plan for 2014-2019, UN-Habitat has addressed the challenges and opportunities of the twenty-first century through a three-pronged approach that emphasizes urban legislation, urban planning and design, and urban economy and municipal finance. Those are the first three areas of focus of the strategic plan for 2014-2019 and the basic tools for achieving sustainable urban development. Housing, urban basic services and urban risk reduction build on the foundation provided by the three-pronged approach to fully address the basic needs of the people living in cities, including people in vulnerable situations.

12.7 The UN-Habitat programme of work will be jointly implemented by branches and regional offices under a matrix structure. In coordinating the response to the global strategic processes, including the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, the 2030 Agenda, the Sendai Framework for Disaster Risk Reduction 2015-2030 and the Addis Ababa Action Agenda, as well as the anticipated outcomes of the World Humanitarian Summit and Habitat III, the following seven subprogammes continue to be highly relevant:

Subprogramme 1: Urban legislation, land and governance;

Subprogramme 2: Urban planning and design;

Subprogramme 3: Urban economy and municipal finance;

Subprogramme 4: Urban basic services;

Subprogramme 5: Housing and slum upgrading;

Subprogramme 6: Risk reduction and rehabilitation;

Subprogramme 7: Urban research and capacity development.

12.8 During the biennium, UN-Habitat will promote and support the development of national urban policy frameworks regarding sustainable urbanization and human settlements, in line with resolution 25/4 of 23 April 2015 of the Governing Council of UN-Habitat. By implementing the subprogrammes, the main strategies that UN-Habitat and partners will employ include undertaking advocacy efforts to raise awareness of sustainable urbanization issues, providing evidence-based policy advice, building capacities, developing tools, norms and standards based on best practices, implementing demonstration projects that can evolve to scale on the basis of approaches demonstrated to be successful, and providing assistance to Governments, local authorities and other stakeholders responsible for urban issues.

12.9 UN-Habitat will increase outreach efforts and disseminate key messages to enhance global awareness and sensitization of sustainable urbanization issues.

12.10 Subprogramme 1, Urban legislation, land and governance, will provide policy and operational support to Governments and cities with respect to legislation, land and governance. UN-Habitat will support the development of effective legislation for urban development and governance models for inter-municipal cooperation and, building on the experience of the Global Land Tool Network and in partnership with local government organizations, address existing urban land problems and opportunities, as requested by Member States.

12.11 Subprogramme 2, Urban planning and design, will provide city and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at all levels. This subprogramme will also focus on how urban planning and design can enhance climate change mitigation and adaptation action. Special attention will be paid to promoting the principle of optimization of the population density and economic density of urban settlements and, where appropriate, mixed land use, diversity and better connectivity, in order to increase urban value and productivity, and equitable access to basic services.

12.12 Subprogramme 3, Urban economy and municipal finance, will promote urban strategies and policies that strengthen the capacity of cities to realize their potential as engines of economic development and enhance their contribution to employment and wealth creation. The subprogramme will contribute to the formulation and implementation of effective urban strategies, municipal finance and policies supportive of local economic development and the creation of decent urban jobs and livelihoods, especially for young people.

12.13 Subprogramme 4, Urban basic services, will place emphasis on strengthening policies and institutional frameworks for expanding access to urban basic services. Policy and technical assistance will be provided to partner countries and local authorities. The subprogramme will have four programmatic clusters, namely: (a) water and sanitation; (b) urban waste management; (c) urban mobility; and (d) urban energy. It will link the provision of basic services to the city's increase in productivity and its capacity to generate employment.

12.14 Subprogramme 5, Housing and slum upgrading, will pursue the progressive realization of the right to adequate housing as a component of the right to an adequate standard of living for all, through policies that increase the supply of affordable houses, upgrade existing slums and prevent the development of new slums. This prevention effort will be made on the basis of a strategic approach to housing that places housing at the centre of the city and of urban policies.

12.15 Subprogramme 6, Risk reduction and rehabilitation, will engage in both reducing urban risk and disasters, responding to urban crises through its Resilient Cities Programme and Settlements Recovery Programme. The subprogramme will address crisis-affected cities in terms of both disaster prevention and disaster response, especially promoting "rebuilding by design".

12.16 Subprogramme 7, Urban research and capacity development, will report the results of local and global monitoring and assessment to Governments and Habitat Agenda partners by conducting research on key topics and producing the World Cities Report and other knowledge products associated with the implementation of the knowledge management strategy. As part of the data revolution, the subprogramme will further develop the City Prosperity Initiative to support, upon request by appropriate authorities, data collection, analysis and reporting at the national and city levels, including support to local urban observatories. The subprogramme will provide expertise in developing institutional and individual capacities.

12.17 UN-Habitat will strengthen mainstreaming of the cross-cutting issues of gender, youth, climate change and human rights. In line with the Sustainable Development Goals, the Programme will promote full and effective participation and equal opportunities for women and men in all its normative and operational activities, including those relating to land, housing, urban basic services and employment, to address the continuing disparities. In the past few decades, youth unemployment has emerged as a serious urban challenge in both developing and developed countries, often contributing to political unrest. UN-Habitat will ensure that youth issues are mainstreamed in its normative and operational work through appropriate programming, as well as through a monitoring system that uses data disaggregated by gender and age. In mainstreaming human rights in human settlements and sustainable urbanization initiatives, in all its programmes and projects, the Programme will follow the principles of equality, non-discrimination, inclusion, participation and accountability that leave no one behind. Given the significant impact that cities have on climate change, UN-Habitat will continue to work to combat climate change and its effects. The Programme Division will oversee the effective mainstreaming of cross-cutting issues.

12.18 The UN-Habitat programme of work is implemented, under the Programme Division, by strongly integrating the normative and operational aspects of its work. This hybrid approach is the comparative advantage of UN-Habitat. Its normative work will drive the development of its programme. The results of the operational work of the programme will be captured, and the knowledge gained will inform the normative work of the Programme. The delivery of the UN-Habitat programme of work at the regional and country levels is led by the regional offices, taking into account national priorities. In this regard, the Programme will move to further strengthen national ownership of programmes at the country level.

12.19 The effective and efficient delivery of services is essential for the future of the Programme, with regard to being viewed as fit for purpose and providing value for money. UN-Habitat will continue to reform and develop its business model in close consultations with Member States.

12.20 During the 2018-2019 biennium, UN-Habitat will further strengthen results-based management in programmes, projects, policies and activities, in line with Governing Council resolution 25/3 of 23 April 2015. To strengthen coherence and alignment in programme implementation and to ensure that all organizational units, including regional offices, are delivering the approved work programme, UN-Habitat will hold regular senior management retreats. The Programme will continue to monitor and report on progress made in implementing the strategic plan and the work programme and budget. It will explore the implementation of more strategic approaches with regard to results and evidence, including through the strengthening of results-based management to fit the needs of the Programme. In line with its evaluation policy, the Programme will undertake corporate, programme and project evaluations, as well as self-evaluations, of all projects that will have closed during the biennium.

12.21 The work of UN-Habitat contributes to the three pillars of the United Nations of peace and security, human rights and the rule of law, and development as follows: development, by promoting sustainable urban development, integrated planning and investment; peace and security, through its work on strengthening the resilience of cities and human settlements and on post-disaster and post-conflict reconstruction and rehabilitation; and human rights and the rule of law, by promoting the progressive realization of the right to adequate housing as a component of the right to an adequate standard of living and other recognized human rights and by ensuring that the Programme's work is built on a framework that promotes, protects and respects human rights and promotes systemic change through transparent and accountable rules and institutions.

12.22 At the global, regional and national levels, UN-Habitat will coordinate, cooperate and collaborate with United Nations funds, agencies and programmes and work closely with Governments, local authorities, international financial institutions, regional development banks, foundations, the private sector, public-private partnerships, academic and research institutions and many other Habitat Agenda partners, in line with its partnership strategy.

Subprogramme 1
Urban legislation, land and governance

Objective of the Organization: **To foster equitable sustainable urban development through the formulation and adoption of enabling legislation, increased access to land and the strengthening of systems of decentralized governance for improved safety and service delivery**

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement urban legislation in the areas of urban extension, densification, urban planning and finance	**Increased number of consultative legal reform processes to improve urban extension, densification, urban planning and finance, with the technical support of UN-Habitat**
(b) Increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, young people and indigenous people	**Increased number of programmes to improve security of tenure for all, including for vulnerable groups, women, young people and indigenous people, implemented by partner local and national governments and other Habitat Agenda partners**
(c) Increased capacity of partner local and national governments and other Habitat Agenda partners to develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety	**(i) Increased number of partner local and national governments and other Habitat Agenda partners that have developed initiatives that take into account the guidelines on decentralization and access to basic service for all** **(ii) Increased number of partner local and national governments that have adopted local crime prevention strategies**

Strategy

12.23 Subprogramme 1 provides the foundation for sustainable urban development. These foundational elements are the structures that other subprogrammes require to provide effective solutions to the challenges that they address, ensuring equal opportunity and reducing inequalities of outcome. They include the legal framework that establishes the basic shape and structure of urban areas and determines the rights, roles and responsibilities of all actors involved in decision-making in urban areas, including all those affected; promoting the supply of adequate serviced land for sustainable urbanization, through land management systems and tools, built on the principle of security of tenure for all, that provide the basis for responsive, inclusive and effective land management that ensures equal opportunity and reduces inequalities of outcome; and local governments as the principal municipal decision-makers and service providers through efficient and open governance.

12.24 Subprogramme 1 will work in close cooperation with subprogrammes 2 and 3, under the three-pronged approach, to deliver long-term solutions that support predictable urban investment and the stability required to protect the interests of groups in vulnerable situations. This integrated approach is central to the effective delivery of the 2030 Agenda.

12.25 The objectives of the subprogramme will be achieved primarily through the development and implementation of practical tools and approaches to legislation and regulation, security of tenure and land management and efficient and open governance for inclusive and sustainable urban development. The strategies for achieving the expected accomplishments are to increase the capacity of local and national governments and other Habitat Agenda partners as follows:

(a) To implement effective urban legislation, with priority given to the areas of urban extension, densification, urban planning and finance. UN-Habitat will support improvements in regulatory instruments for the principal elements of urbanization, including land management and the maintenance of public space, the supply of serviced land, issues around development control, value sharing and public and private investment. Support to governments at all levels in these areas will be built upon partnerships and the information developed through the UrbanLex database and delivered through the essential law concept, which prioritizes effectiveness and impact pathways, particularly in resource-poor contexts. The subprogramme's work will also emphasize the function of the rule of law in supporting transitions from humanitarian to development assistance;

(b) To implement programmes that improve land management and promote security of tenure for all. UN-Habitat will continue to support governments at all levels to provide land tenure security for the urban and rural poor through the adoption and implementation of land policies, tools and approaches that are pro-poor, gender appropriate, effective and sustainable. Through the Global Land Tool Network, the subprogramme will support the adoption of policies and tools in priority areas, including the administration and regulation of land markets, fit for purpose and inclusive land records and land management systems, including local, regional and national capacity to manage land issues, improved land-based financing systems, inclusive land allocation and distribution strategies, the use of land readjustment as a means to acquire public space, develop housing space and improve urban layout, and the adoption of tools for land tenure security for vulnerable groups;

(c) To develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and global, national and local advocacy. UN-Habitat will continue to focus on enabling effective and collaborative forms of multilevel governance, including e-governance and the simplification of procedures that empower cities and human settlements and build dialogue between all spheres of government. UN-Habitat will support effective decision-making at the local level and strengthened local institutional structures by providing advisory services aimed at increasing authority and resources for local institutions in planning for urban growth. UN-Habitat will support Member States in promoting innovation in municipal management for more efficient and accountable local governments able to achieve inclusive, safe, resilient and sustainable cities for all. UN-Habitat will increase its efforts to support the voice and perspectives of local governments in the implementation of the 2030 Agenda. This will be achieved through the forum of the United Nations Advisory Committee on Local Authorities as the voice of local government in the United Nations system. The safety of women and girls will continue to be a prominent theme, addressed primarily through the Global Network on Safer Cities and operational joint programmes to strengthen urban safety through a city-led, multisectoral and multi-stakeholder approach.

Subprogramme 2
Urban planning and design

Objective of the Organization: To improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved national urban policies or spatial frameworks for compact, integrated and connected, socially inclusive cities and for planned urban expansions adopted by partner metropolitan, regional and national authorities	Increased number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected, socially inclusive cities
(b) Improved policies, plans and designs for compact, integrated and connected, socially inclusive cities and neighbourhoods and for planned urban expansions adopted and implemented by partner cities	Increased number of partner cities, that have adopted policies, plans or designs for compact, integrated and connected, socially inclusive cities and neighbourhoods
(c) Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities	Increased number of partner city, regional and national authorities that have adopted and implemented policies, plans or strategies that contribute to climate change mitigation and adaptation

Strategy

12.26 National urban policies, planned city extensions, public space, urban design, compactness and climate-friendly planning and design are expected to underpin the New Urban Agenda. In 2015, the Governing Council approved the International Guidelines on Urban and Territorial Planning and the General Assembly adopted the 2030 Agenda, containing the Sustainable Development Goals. Also in 2015, 195 countries under the United Nations Framework Convention on Climate Change adopted the Paris Agreement. The strategy of subprogramme 2 will be informed by the above-mentioned global frameworks and focus on their implementation, as well as build on multi-stakeholder initiatives supporting national, city and subnational authorities in the implementation of the outcome of the twenty-first session of the Conference of the Parties to the Convention. It will also build on previous achievements and lessons learned.

12.27 Given that urban planning and design is one key component of the three-pronged approach to urbanization, the subprogramme will work in synergy with the subprogrammes on urban legislation and urban economy and municipal finance to deliver a more effective management of the relationship between public and private space and to realize improved and implementable urban plans and polices, which in turn will support the transformation towards a new urban model, capable of leveraging the urban advantage for enhancing the common good and the long-term sustainability of cities and national systems. Specific strategies for achieving the expected accomplishments are as follows:

(a) To improve national urban policies or spatial frameworks at the metropolitan, regional and national levels, UN-Habitat will strengthen technical capacity to improve urban planning and policy design and strategy development, reinforce and build partnerships, foster knowledge management and encourage peer learning and a community of practice approach to national urban policies. This will be supported by developing targeted programmes and projects that take an integrated approach to enhancing well-established urban-rural linkages that contribute to achieving sustainable development and poverty eradication, with a focus on strengthening the planning and policy capacity of small and intermediate cities, facilitating an integrated approach to metropolitan development and establishing clear linkages with the three-pronged approach. UN-Habitat will also promote a number of guiding principles, such as optimizing the population density and economic density of urban settlements, where appropriate, ensuring mixed land use, diversity, better social capital, innovation and improved connectivity to take advantage of economies of agglomeration and minimize mobility demand;

(b) To improve urban policies or spatial frameworks at the city and neighbourhood levels, UN-Habitat will focus on expanding its work on public space, planned city extension and infill and on supporting the capacity of cities to formulate and implement urban planning activities and instruments. UN-Habitat will promote international cooperation to share technical expertise, build technical and policymaking capacity and document and share successful experiences of sustainable and integrated spatial planning. This strategy will use peer-to-peer capacity-building, the further development of a global network of planning and design labs and the establishment of hubs of knowledge relating to public space to share good practices among cities and advocate for improved planning systems;

(c) To improve policies, plans and strategies that contribute to the mitigation of and adaptation to climate change. UN-Habitat will work to implement the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change by: building the capacity of national and local governments to mitigate and adapt to climate change and reduce the vulnerability of urban populations; helping cities to reduce their environmental impact and emissions, including through improved urban design; addressing the impact of emissions on human health and climate change, in part by sharing international best practices and facilitating the introduction of technology and tools that cities will use to assess their risks and vulnerabilities and plan for resilience; developing normative capacity-building and decision-making tools in collaboration with partners and as part of an emerging global community of practice; helping cities to access climate finance; supporting vertical integration schemes that empower cities to take climate action; supporting multi-stakeholder initiatives, such as the Compact of Mayors, the Cities Climate Finance Leadership Alliance and the Climate and Clean Air Coalition to Reduce Short-lived Climate Pollutants; using urban planning and design as a strategy to address disaster risk reduction; and developing pilot initiatives and operational projects at the local level to demonstrate new urban and regional planning approaches, climate resilience and climate change mitigation strategies that mobilize local and international knowledge and support "learning by doing".

Subprogramme 3
Urban economy and municipal finance

Objective of the Organization: To improve urban strategies and policies that promote inclusive economic development, sustainable livelihoods and enhanced municipal finance

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth	(i) Increased number of partner cities that prepared local economic development plans (ii) Increased number of partner cities that set priorities based on local economic assessment
(b) Enhanced capacity of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women	Increased number of partner cities that have adopted urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women, displaced populations, people with disabilities and other vulnerable populations
(c) Improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance	Increased number of partner cities that have implemented plans or strategies for improved urban and municipal finance

Strategy

12.28 The subprogramme supports local, regional and national authorities in adopting or implementing inclusive policies and strategies that are supportive of inclusive economic growth and development, the creation of economic opportunities for all, particularly young men and women and vulnerable groups, and improved municipal finance. The strategy of the subprogramme falls within the framework of the New Urban Agenda. The strategy is in line with the relevant Sustainable Development Goals and the commitment to scaling up international cooperation to strengthen the capacities of municipalities and other local authorities, contained in the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. The strategies for achieving the expected accomplishments are as follows:

(a) To improve the capacity of partner cities in adopting strategies supportive of inclusive economic growth. UN-Habitat will create and share knowledge and good practices on city-specific policies, strategies and tools for achieving inclusive and sustainable economic growth in cities; raise awareness among mayors, city managers and urban professionals of the economic and social benefits of good urban form and provide technical tools and advisory services on spatial economic analysis to support urban planning decisions and urban economic development projects, including urban renewal and cluster development initiatives; and create, through training and coaching, a community of local economic development practitioners to facilitate knowledge-sharing and build the capacity of local governments in local economy assessment, planning and implementation. UN-Habitat will develop its knowledge base and advocate for inclusive urban economic growth policies through its flagship reports, including the World Cities Report, and the regional commission and development bank reports to which it is invited to contribute;

(b) To enhance the capacity of partner cities to adopt urban policies or programmes supportive of improved employment, skill development and sustainable livelihoods for urban young people and women. UN-Habitat will improve the quality and impact of livelihood programmes for young people through normative and operational work on the basis of the methodology of youth-led development, which places youth at the centre of their own development; the core focus areas with regard to the improvement of the livelihoods of young men and women will be aligned to the thematic priority areas of the Programme, with a particular focus given to job creation and livelihoods, as well as governance, resilience and risk reduction, using "urban space" projects, the Urban Youth Fund and the Youth 21 programme as entry points;

(c) To improve the capacity of partner cities to implement plans or strategies for improved municipal finance. UN-Habitat will build the technical and institutional capacity of local authorities. Local governments will be supported in expanding and better utilizing endogenous sources of revenue by: implementing land value sharing mechanisms to enhance the financing of local urban infrastructure, especially in the context of planned city extensions and urban development plans; improving the management of local assets, such as land, public properties, public space and service-providing facilities; promoting the fiscal empowerment of municipalities, such as through improved tax collection, including using technological solutions; building skills and capacity to better plan and manage municipal budgets; and supporting, in coordination with subprogramme 1, the design of the institutional and legal reforms necessary to achieve results in the above and related aspects of municipal finance. Local governments will also be supported in assessing their local infrastructure financing needs and identify viable options, including leveraging and utilizing endogenous sources.

Subprogramme 4
Urban basic services

Objective of the Organization: To increase equitable access to urban basic services and the standard of living of the urban poor

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved policies and guidelines on equitable access to sustainable urban basic services implemented by partner local, regional and national authorities	Increased number of partner local, regional and national authorities implementing institutional and legislative frameworks for increasing equitable access to urban basic services, the international guidelines on decentralization and the guidelines on access to basic services for all
(b) Enhanced enabling environment for promoting investments in urban basic services in partner countries with a focus on the urban poor	Increased amount of investments into urban basic services catalysed by UN-Habitat programmes in partner countries
(c) Increased coverage of sustainable urban basic services in targeted communities	(i) Increased number of people in targeted communities with access to sustainable water and sanitation services as a result of UN-Habitat interventions
	(ii) Increased number of people in targeted communities with access to sustainable energy supply as a result of UN-Habitat interventions
	(iii) Increased number of people in targeted communities with access to sustainable modes of transport as a result of UN-Habitat interventions

Strategy

12.29 A key focus of subprogramme 4 is on supporting local, regional and national authorities responsible for urban and human settlements issues in developing and implementing policies for increasing equitable access to urban basic services and improving the standard of living of the urban poor, including in collaboration, where appropriate, with the private sector as well as non-profit actors. The strategy for achieving the expected accomplishments is as follows:

(a) Sustainable urban basic services, such as water, sanitation, mobility, energy, waste management, including solid waste, and drainage, are outcomes of the three-pronged approach and essential components that support the economic and social development of human settlements. In this regard, to improve policies and guidelines on equitable access to sustainable urban basic services, as appropriate, UN-Habitat will disseminate best practices and provide capacity-building support to local, regional and national authorities to formulate and implement policies, legislation and regulations in the areas of urban mobility, urban energy, water and sanitation, urban waste management and drainage, in the context of planned city extensions or infills. Efforts will focus on strengthening the technical and management capacity of service providers to ensure institutional efficiency and effectiveness in service provision and to provide adequate levels of service for the urban poor, including to community institutions such as schools and hospitals, engaging in national and sub-national policy and sector reform processes to mainstream urban basic services into national urban policies and practices, with a particular focus on the poor, and undertaking advocacy and networking on urban basic services. The subprogramme will assist both national and local governments to develop low carbon emission interventions, with a particular focus on energy efficiency in the built environment and renewable energy generation in cities. It will seek to support partner countries in aligning energy policies at the national and local levels while also working with power utilities providers, including producers and distributors. The Urban Basic Services Trust Fund, established by Governing Council resolution 24/2 of 19 April 2013, will provide a mechanism for facilitating resource flows to urban basic services and the implementation of subprogramme 4;

(b) To enhance an enabling environment for promoting investments in basic services, UN-Habitat will demonstrate, based on sound municipal finance and urban economies of value sharing, financial models that generate the resources for building infrastructure and providing services. Such models will lead to the endogenous development of cities, which in turn will increase the reach of more sustainable and resilient urban basic services to all. Existing partnerships with the regional development banks will be strengthened to provide pre-investment support and technical assistance to partner countries and create both technical and management capacity to absorb capital-intensive resources provided by the banks. It will also continue to strengthen its work with governments and the private sector to channel financial support to expand access to urban basic services and to promote international cooperation in this regard as well. Pro-poor financing mechanisms will be developed to mobilize support for the poor and vulnerable groups. Initiatives to demonstrate innovative financing, such as value sharing in relation to transit development and drainage systems, will be developed. The subprogramme will promote well-managed basic services in providing organized employment opportunities through better management of public transport, water and other utilities;

(c) To increase coverage of sustainable urban basic services, the subprogramme will support field demonstration projects for replication by local, regional and national authorities. These field projects will highlight initiatives that have a beneficial impact with regard to the climate and address the increasing urban energy demand. They will include projects demonstrating decentralized, renewable sources-based provision of energy in cities, urban electric mobility based on renewable sources, energy efficient buildings, water saving and sustainable municipal waste management with energy recovering initiatives. The subprogramme will also engage in advocacy and awareness-raising activities to promote the use of sustainable urban basic services. An approach that promotes, protects and respects human rights will be supported with regard to enhancing effective collaboration between duty bearers and rights holders in improving access to basic services. The subprogramme will take into account the needs and priorities of people in vulnerable situations, including women, at-risk children and young people, people with disabilities and older persons. Efforts will also be made to enhance gender balance and equity in service provision.

Subprogramme 5
Housing and slum upgrading

Objective of the Organization: To improve access to sustainable adequate housing, improve the standard of living in slums and curb the growth of new slums in an inclusive manner

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved housing policies, strategies or programmes in line with the Global Housing Strategy principles and the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living	(i) Increased number of partner countries that are implementing improved housing policies, strategies or programmes in line with the Global Housing Strategy principles
	(ii) Increased number of partner countries that are implementing frameworks or programmes preventing unlawful forced evictions
	(iii) Increased number of partner countries that are implementing sustainable building codes, regulations or certification tools
(b) Improved slum upgrading and prevention policies, strategies or programmes	(i) Increased number of partner countries that are formulating improved slum upgrading and prevention policies or strategies
	(ii) Increased number of partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes
(c) Enhanced capacity of slum communities to partner with national and local authorities implementing policies or programmes on access to adequate housing and improved standard of living in slums	(i) Increased number of partner countries that are enabling equitable community representation in coordinating bodies such as the national Habitat committees
	(ii) Increased number of partner countries where communities are empowered to lead and implement initiatives

Strategy

12.30 The subprogramme will support access to adequate housing for all in partner countries through the provision of advisory services and technical advice to strengthen policy frameworks and enhance country responses and implementation of housing and slum upgrading policies, programmes and strategies. The UN-Habitat "housing at the centre" approach and the Global Housing Strategy will provide the guiding principles for normative and operational work in partner countries. In addition, the Sustainable Development Goals and targets will guide further development and innovation of the subprogramme's work. The strategy for achieving the expected accomplishments will be as follows:

(a) To improve housing policies, strategies and programmes, UN-Habitat will promote the housing at the centre approach, a practical application of the Global Housing Strategy and the three-pronged approach, which position housing at the centre of national urban policies and conceptualization on urbanization. Through this approach, the development of segregated, low-income mass housing programmes is discouraged. Instead, the incremental nature of housing development will be promoted through more flexible and affordable alternatives, such as assisted self-construction, sites and services and allocation of land. In addition, UN-Habitat is promoting improved housing policies for inclusive housing finance and affordability, people-centred urban planning practices and realistic and enforceable legislation as a pivotal concept of the New Urban Agenda. In addition, support will be given to countries in translating their strategies into inclusive housing programmes, developing and enforcing sustainable building codes and designing tools and mechanisms to promote inclusive housing finance, bridging the housing affordability gap for the poorest while adhering to international human rights law and working towards the realization of the right to adequate housing as a component of the right to an adequate standard of living;

(b) To improve slum upgrading and prevention policies, strategies and programmes, UN-Habitat will promote integrated, inclusive and planned interventions that are pro-poor, such as participatory citywide slum upgrading and prevention, which can generate the type of urbanization that results in broad-based prosperity and reduced inequalities. UN-Habitat will assist partner countries in developing initiatives to provide adequate and affordable housing for low-income urban residents in areas that, in most cases, are already located close to the centre of cities and towns. The strategy will address the social and spatial implications of the housing at the centre concept, linking it with broader urban renewal strategies for planned city infill, city extension and local economic development. The vehicle for implementing upgrading and prevention policies, strategies and programmes will be the participatory slum upgrading programme;

(c) A people-centred approach, within a framework that promotes, protects, and respects human rights, will be applied throughout the subprogramme with a view to enhancing the capacity of slum communities to advocate on their own behalf and partner with national and local authorities. In this regard, UN-Habitat will advise national and local authorities on providing leadership and empowering communities to implement strategies, programmes and initiatives. UN-Habitat uses the "community contracting" approach to contribute to the data revolution and global monitoring and to directly implement community initiatives, creating job opportunities and building capacity to maintain and further expand community infrastructure and services, as well as sustainable municipal finance instruments. UN-Habitat will promote new inclusive financial modalities such as non-collateral lending, guarantee funds and community banks for housing. Having broad ownership and clear roles and responsibilities of urban actors in coordinating bodies are important components for sustaining continued efforts, the upscaling of housing and slum upgrading and prevention initiatives.

Subprogramme 6
Risk reduction and rehabilitation

Objective of the Organization: To increase the resilience of cities to the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	Increased number of partner local, regional and national governments that have included urban risk reduction and management in their plans
(b) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	Increased percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes including risk reduction
(c) Improved shelter rehabilitation programmes in crisis responses contributing to sustainable and resilient cities and other human settlements	Increased percentage of shelter rehabilitation programmes that are contributing to disaster-resilient permanent housing

Strategy

12.31 The subprogramme will support the increase of resilience of cities and human settlements to the impacts of natural and human-made disasters, and undertake response recovery and rehabilitation in ways that advance sustainable urban development in line with the outcome document of Habitat III. The strategies for achieving the expected accomplishments will be as follows:

(a) To improve urban risk reduction policies and the resilience of cities and human settlements, including urban basic services, the subprogramme will provide technical assistance for interested Member States on the Programme-wide urban risk reduction and resilience agenda for UN-Habitat, including integrating and leveraging Programme and partner inputs with regard to urban planning, legislation and regulatory frameworks, and enhancing municipal finance capacity, leading to building more resilient cities and human settlements globally. The subprogramme will focus its efforts on facilitation, coordination and support with regard to the implementation of urban risk reduction work through the provision of technical support to national and local governments and other city stakeholders, inter-agency networks, field operations, regional offices, country offices and other thematic branches of the Programme. The strategy will generate knowledge, lessons learned, tools, guidelines and policy for urban risk reduction and resilience-building. UN-Habitat will also provide support with regard to the implementation of international frameworks, including the Sendai Framework for Disaster Risk Reduction 2015-2030, the Sustainable Development Goals and the global climate change agenda;

(b) To improve rehabilitation programmes in crisis responses, UN-Habitat will engage, through the Inter-Agency Standing Committee mechanism and the global humanitarian cluster system, in influencing and supporting humanitarian partners in gaining a better understanding of complex urban environments, including those affected by conflict and large-scale migration. UN-Habitat will provide technical support at times of crisis to national Governments and field operations with regard to implementing innovative projects and influencing strategic policy on sustainable shelter recovery through improved urban-based planning and design of emergency settlements, and ensuring that new settlements are fully integrated within local governance structures and legislative and financial frameworks. UN-Habitat will engage through inter-agency cooperation with global urban alliances, partnerships and networking linked to long-term technical capacity-building support for countries facing crisis;

(c) To improve recovery and reconstruction interventions, UN-Habitat will promote sustainable settlements recovery that is focused on "building back better", ensuring that settlements recovery benefits from improved urban planning and design and that aspects of integrated spatial, physical, organizational and functional urban reconstruction are included. Approaches will embrace risk-informed area-based planning, people-centred recovery and coordination; integration and closer collaboration with local authorities; and stronger partnerships with affected communities in particular with women and youth groups. UN-Habitat will provide technical support to Governments through field operations and regional offices and will generate knowledge, lessons learned, best practices and guidelines to support strategic planning and programme implementation.

Subprogramme 7
Urban research and capacity development

Objective of the Organization: To improve knowledge on sustainable urbanization issues and capacity for the formulation and implementation of evidence-based policies and programmes at the local, national and global levels

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved monitoring of global urbanization conditions and trends	(i) Increased number of urban observatories using, upon approval by appropriate authorities, UN-Habitat monitoring tools, methods and data
	(ii) Number of partner national statistical offices producing urban data and indicators to support reporting on the Sustainable Development Goals

(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels for evidence-based formulation	(i) Number of local and national governments that have used UN-Habitat knowledge products for policy formulation
	(ii) Increased number of partners producing national and city reports to enhance local and national policy formulation
(c) Improved capacity of national and local authorities and partners to implement plans or strategies for sustainable urbanization	Increased number of national and local authorities and partners that have implemented plans or strategies for sustainable urbanization

Strategy

12.32 The subprogramme will aim to strengthen monitoring of the state of urbanization globally and the dissemination of knowledge on sustainable urbanization issues, building on the lessons learned from the implementation of the UN-Habitat portfolio. It will also ensure a coherent, adequate and integrated implementation of the UN-Habitat capacity development strategy at the international, national and local levels in order to improve the formulation and implementation of policies and programmes on sustainable urbanization that are aligned with the New Urban Agenda. The strategy for achieving the expected accomplishments is as follows:

(a) To improve monitoring of global urbanization conditions and trends, and to support reporting of the implementation of the New Urban Agenda, the Sustainable Development Goals, especially Goal 11 and other urban related goals and targets, the subprogramme will continue to build on the Global Urban Observatory. In addition, the subprogramme will further develop the City Prosperity Initiative to support data collection, analysis and reporting at the national and city levels. In the framework of the initiative, a global and national sample of cities will be developed, including spatial data and new indicators to respond to emerging themes such as climate change, and inequalities;

(b) To improve knowledge on sustainable urbanization issues, the subprogramme will continue to carry out analytical work and research and use lessons learned from UN-Habitat normative and operational activities to generate new knowledge and insights that will form a basis for improved policy formulation and implementation at the local, national and global levels. In this connection, UN-Habitat will disseminate the most reliable, relevant, up-to-date and comprehensive knowledge on sustainable urbanization issues. The subprogramme will also publish and disseminate flagship reports on sustainable urban development issues and develop partnerships with knowledge centres, including research institutions and universities, with the aim of exchanging knowledge and experiences on sustainable urban development. The subprogramme will promote dialogues with and among practitioners in Member States to harness field-based knowledge and experience in support of the production of national and city reports;

(c) To improve the capacity of national and local authorities and partners to implement plans or strategies for sustainable urbanization, the subprogramme will ensure that UN-Habitat capacity-building activities are coherent, adequate and mutually reinforcing and will mainstream all aspects of the New Urban Agenda. In this regard, the subprogramme will work with partner universities and members of the UN-Habitat Partner University Initiative training and capacity-building institutions in the development and holding of tailor-made training activities, policy workshops and forums on knowledge exchange that will lead to the establishment of UN-Habitat regional urban institutes of excellence. The institutes will serve to facilitate and disseminate knowledge, tools and training companions on sustainable urbanization, including those produced by UN-Habitat. They will in turn support the execution of regional capacity-building programmes that respond to the need to implement the Sustainable Development Goals and the New Urban Agenda effectively.

Legislative mandates

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
55/2	United Nations Millennium Declaration
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (UN-Habitat)
64/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/213	Fourth United Nations Conference on the Least Developed Countries
67/173	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
68/239	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Economic and Social Council resolutions, decisions and agreed conclusions

2003/62	Coordinated implementation of the Habitat Agenda
2011/21	Human settlements

Governing Council resolutions

19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/1	Youth and human settlements
20/7	Gender equality in human settlements development
23/5	World Urban Forum
24/4	Gender equality and women's empowerment to contribute to sustainable urban development
24/15	Country activities by the United Nations Human Settlements Programme
25/1	Contribution of the United Nations Human Settlements Programme to the post-2015 development agenda in order to promote sustainable urban development and human settlements
25/3	Strategic plan for 2014-2019 and work programme and budget of the United Nations Human Settlements Programme for the biennium 2016-2017
25/4	Implementation of the strategic plan 2014-2019
25/7	United Nations Human Settlements Programme governance reform

Subprogramme 1
Urban legislation, land and governance

Governing Council resolutions

20/16	Enhancing the involvement of civil society in local governance
21/3	Guidelines on decentralization and strengthening of local authorities
21/9	Women's land and property rights and access to finance
23/14	Sustainable urban development through policies for safer cities and urban crime prevention
23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
24/5	Pursuing sustainable development through national urban policies

Subprogramme 2
Urban planning and design

General Assembly resolutions

53/242	Report of the Secretary-General on environment and human settlements

Governing Council resolutions

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
20/20	Thirteenth session of the Commission on Sustainable Development
23/4	Sustainable urban development through access to quality urban public spaces
24/3	Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning
25/6	International guidelines on urban and territorial planning

Subprogramme 3
Urban economy and municipal finance

General Assembly resolutions

65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
67/215	Promotion of new and renewable sources of energy
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
67/289	The United Nations in global economic governance

Governing Council resolutions

23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor
24/11	Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender
24/12	Youth and sustainable urban development

Subprogramme 4
Urban basic services

General Assembly resolutions

67/291	Sanitation for All
68/269	Improving global road safety
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development

Governing Council resolutions

24/2	Strengthening the work of the United Nations Human Settlements Programme on urban basic services

Subprogramme 5
Housing and slum upgrading

Governing Council resolutions

19/18	Human settlements development in the occupied Palestinian territories
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8	Africa fund/financing mechanism on slum prevention and upgrading
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
23/3	Support for pro-poor housing
23/8	Third United Nations conference on housing and sustainable urban development
24/6	Supporting action for the creation of safer cities
24/7	Making slums history: a worldwide challenge
24/8	Regional technical support on sustainable housing and urban development including the Arab States Ministerial Forum on Housing and Urban Development
24/9	Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift

Subprogramme 6
Risk reduction and rehabilitation

General Assembly resolutions

68/180	Protection of and assistance to internally displaced persons
69/135	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
69/154	Assistance to refugees, returnees and displaced persons in Africa
69/218	International cooperation to reduce the impact of the El Niño phenomenon
69/219	International Strategy for Disaster Reduction

69/243	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
69/280	Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal
69/283	Sendai Framework for Disaster Risk Reduction 2015-2030

Governing Council resolutions

20/17	Post-conflict, natural and human-made disaster assessment and reconstruction
23/18	Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development

Subprogramme 7
Urban research and capacity development

General Assembly resolutions

34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
66/137	United Nations Declaration on Human Rights Education and Training

Programme 13

International drug control, crime and terrorism prevention and criminal justice

Overall orientation

13.1 The United Nations Office on Drugs and Crime (UNODC) works with Member States to enhance their responses to the interconnected problems of: drug use; transnational organized crime; illicit trafficking in drugs, human beings and firearms; corruption; cybercrime; piracy; terrorism; crimes that have an impact on the environment; and trafficking in cultural property. To achieve this, UNODC helps Member States to establish and strengthen legislative, regulatory, criminal justice and health systems to better address these challenges and safeguard their populations, especially the most vulnerable persons.

13.2 Organized criminal groups and their activities pose a strategic threat to Governments, societies and economies. Global trafficking networks are likewise having a major impact on the rule of law, security and development and on business and finance. UNODC provides support to Member States to promote integrated strategies, joint responses and tools to address these transnational threats. Comprehensive legislation, effective international cooperation, public security, justice and a fair, accessible, accountable, and effective criminal justice system form the conceptual foundation for these joint responses.

13.3 The intensity and interdependence of transnational threats are growing at a disturbing rate. Member States are increasingly affected by the destabilizing effects of: organized crime; terrorism; corruption; smuggling of migrants; trafficking in human beings, drugs and firearms, wildlife and forest products and other natural resources; illicit financial flows; cybercrime; and piracy. All these factors are undercutting good governance and the rule of law, threatening security, development and peoples' lives.

13.4 The advancement of the rule of law at the national and international levels is essential for the realization of sustained economic growth, sustainable development, the eradication of poverty and hunger and the protection of all human rights and fundamental freedoms.

13.5 For the first time, the 2030 Agenda for Sustainable Development and the Sustainable Development Goals explicitly affirm that development requires peaceful and inclusive societies, justice for all and effective, accountable and inclusive institutions at all levels. There exists a strongly related and mutually reinforcing relationship between the rule of law and development, and, as such, neither can be realized in the absence of the other.

13.6 The cultivation, manufacture, trafficking and consumption of illicit drugs pose a major threat to the health, dignity and hopes of millions of people and their families and lead to the loss of human life. In order to deal with these issues more effectively, UNODC aims to assist Member States in their pursuit of a balanced approach in implementing the drug control conventions, helping them to develop and implement integrated strategies to improve the resistance of communities and individuals to drug use and drug trafficking. Recognizing that the world drug problem is a common and shared responsibility. UNODC assists Member States in developing common strategies that are in full conformity with the purposes and principles of the Charter of the United Nations and international law, with full respect for the sovereignty, territorial integrity and political independence of States and the principle of non-intervention in matters which are essentially within the domestic jurisdiction of States, as well as for all human rights and fundamental freedoms.

13.7 The activities of UNODC are rooted in a series of international instruments for which the Office acts as guardian and advocate. They include the three international drug control conventions (the Single Convention on Narcotic Drugs, the Convention on Psychotropic Substances and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances), the United Nations Convention against Corruption, the United Nations Convention against Transnational Organized Crime and its Protocols, the international legal instruments against terrorism and the United Nations standards and norms in crime prevention and criminal justice. UNODC mandates represent universal aspirations embedded in the Sustainable Development Goals. Fostering adherence to the rule of law at the national and international levels, as a foundation for just and fair societies, is at the centre of the work of UNODC. The mission of the Office is to contribute to the achievement of security and justice for all by making the world safer from drugs, crime and terrorism (see E/CN.7/2007/14-E/CN.15/2007/5).

13.8 Aside from the foundational mandates, the policy directions of UNODC are grounded in: (a) the 2030 Agenda for Sustainable Development (General Assembly resolution 70/1); the Millennium Declaration (General Assembly resolution 55/2); (b) the twentieth and thirtieth special sessions of the General Assembly, on countering the world drug problem; (c) the recommendations resulting from the 2005 World Summit Outcome (General Assembly resolution 60/1); (d) Economic and Social Council resolutions 2007/12 and 2007/19; and (e) the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem, as adopted by the Commission on Narcotic Drugs at the high-level segment of its fifty-second session.[8]

13.9 The Office has responded to the growing demand for its services, as well as unearmarked voluntary resources, including for core programmatic support, by establishing an integrated mode of programme planning, implementation and reporting. The Office continues to fine-tune and improve the integrated programming approach focusing on: (a) balanced programmes; (b) "global" integration; and (c) interregional programme cooperation. Essential to this approach, is the development of global, regional and country programmes, which allows the Office to respond to the priorities of Member States in a more sustainable manner and provide assistance for policy coherence and institutional reforms to increase the effective implementation of UNODC mandates, including drug control, crime prevention and criminal justice, at the national, regional and international levels. Notably, this approach deepens the engagement with a wide cross-section of stakeholders as appropriate, i.e., regional entities, partner countries, multilateral bodies, civil society, research institutes, and the mass media.

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[8] United Nations publication, Sales No. E.10.XI.8TPU.

13.10 Human rights, peace and security, and development are the three interlinked and mutually reinforcing pillars of the United Nations enshrined in the Charter. The Office will continue promoting a comprehensive response to crime and drugs, embracing health, development and security, as appropriate and in accordance with the relevant intergovernmental mandates, and applying an integrated human rights and development approach to programming.

13.11 The main United Nations policymaking organs in matters of international drug control, crime prevention and criminal justice — which function as governing bodies of the Office — are the Commission on Narcotic Drugs and its subsidiary bodies and the Commission on Crime Prevention and Criminal Justice. UNODC also supports the International Narcotics Control Board and the quinquennial United Nations Congresses on Crime Prevention and Criminal Justice, as well as sessions of the Conference of the State Parties to the United Nations Convention against Corruption and the Conference of Parties of the United Nations Convention against Transnational Organized Crime.

13.12 Each subprogramme falls within the current organizational structure of UNODC, some subprogrammes are implemented by more than one division, which allows for the leveraging of complementarities and synergies.

13.13 In pursuing its objectives, UNODC will make every effort to mainstream gender concerns into its technical cooperation programme.

Subprogramme 1
Countering transnational organized crime

Objective of the Organization: To promote and support effective responses to transnational organized crime and illicit trafficking

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased technical assistance, implemented at the request of Member States, aimed at promoting the ratification and/or adoption of the international drug control conventions and the United Nations Convention against Transnational Organized Crime and its Protocols and implementation by Member States of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem and relevant operational provisions of the special session of the General Assembly on the world drug problem (see resolution S-30/1)	(i) Increased number of States parties ratifying the United Nations Convention against Transnational Organized Crime, drawing on the assistance of UNODC (ii) Increased number of States parties ratifying the Protocols to the United Nations Convention against Transnational Organized Crime, drawing on the assistance of UNODC

(b) Increased regional and international cooperation in combating transnational organized crime and illicit trafficking, with the assistance of UNODC in accordance with its mandate	(i) Increased number of regional initiatives maintained and/or developed to combat transnational organized crime and illicit trafficking, including trafficking in persons, through cooperation agreements facilitated and/or supported by UNODC
	(ii) Additional number of mechanisms established or strengthened, through UNODC and within the context of its mandates, to promote information-sharing and cooperation among criminal justice agencies within and across borders
	(iii) Enhanced coordination and cooperation among United Nations and other organizations that are members of the Inter-Agency Coordination Group against Trafficking in Persons
(c) Increased capacity of requesting Member States, with the assistance of UNODC, for effective action against transnational organized crime, including in the areas of money-laundering, combating illicit financial flows, trafficking in persons, trafficking and smuggling of migrants, illicit trafficking of firearms and emerging crime	(i) Increased number of countries in receipt of assistance for institutional strengthening and capacity-building in the areas of combating money-laundering, illicit financial flows, trafficking in persons, smuggling of migrants, illicit trafficking of firearms, trafficking in cultural property and emerging crime
	(ii) Additional Member States assisted, upon request, in the fields of technical assistance and training on anti-money-laundering and countering the financing of terrorism
	(iii) Additional number of Member States to adopt, adapt or review domestic legislation to implement the provisions of the legal instruments relating to crime, in particular the United Nations Convention against Transnational Organized Crime and its Protocols
	(iv) Number of additional legal and/or operational tools and good practices on transnational organized crime brokered and/or supported by UNODC
	(v) Increased number of Member States requesting the assistance of UNODC on the implementation of the protocol against the illicit smuggling of migrants

(d) Improved capacity of UNODC to support requesting Member States to implement the Wildlife and Forest Crime Analytic Toolkit of the International Consortium on Combating Wildlife Crime	Additional countries implementing the Wildlife and Forest Crime Analytic Toolkit of the International Consortium on Combating Wildlife Crime supported by UNODC

Strategy

13.14 Substantive responsibility for the subprogramme is vested in the Division for Treaty Affairs and the Division of Operations. The Sustainable Development Goals[a] specifically recognize the importance of addressing the issues covered by this subprogramme in order to ensure a more prosperous, equitable and sustainable future for all. In order to achieve the objective and to assist Member States in attaining the relevant Sustainable Development Goals, the subprogramme will:

(a) Promote the ratification and implementation, at the normative and operational level, of the international instruments on organized crime and the protocols against trafficking in persons and smuggling of migrants and firearms, by providing policy, legal and legislative advice at the global, regional and national levels; protecting the rights of victims, witnesses of crime and smuggled migrants; and facilitating international cooperation;

(b) Coordinate and monitor the follow-up of the mandates contained in the relevant resolutions and decisions of the treaty-based organs and governing bodies;

(c) Perform secretariat functions for the Conference of the Parties to the Convention against Transnational Organized Crime and the Protocols thereto, and for its established working groups;

(d) Support global, regional, interregional and international approaches in countering organized crime through promoting cooperation between prosecutorial and central authorities in the area of mutual legal assistance and extradition, as well as between law enforcement agencies and financial investigation units in sharing criminal intelligence and multilateral operations targeting international criminal organizations and financial flows related to their activities;

(e) Promote the networking of the law enforcement (police, customs, specialized drug law enforcement agencies and others) training institutions to stimulate exchange of training curriculum, training methodologies, best practices and training materials;

(f) Collaborate with other relevant actors, including United Nations country teams, and other multilateral organizations, in accordance with their respective mandates, especially the institutes comprising the United Nations crime prevention and criminal justice network and international, regional subregional and national levels;

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[a] In particular Goals 5 (Violence against and trafficking in women), 15 (Trafficking in protected species of flora and fauna) and 16 (Illicit financial and arms flows, combating transnational organized crime, promoting the rule of law at the national and international levels, ending the abuse, exploitation and trafficking of children, and promoting international cooperation to prevent and combat crime).

(g) Provide technical assistance to Member States, upon request, in promoting coherent policy and institutional response, enhancing national justice systems and in implementing programmes to combat organized crime and illicit trafficking, including trafficking in persons and smuggling of migrants and of firearms and illicit financial flows, and working closely with subprogramme 5 on the Maritime Crime Programme;

(h) Develop and disseminate manuals, toolkits, reports and issue papers to combat organized crime.

Subprogramme 2
A comprehensive and balanced approach to counter the world drug problem

Objective of the Organization: Effective, comprehensive and balanced responses to the world drug problem in compliance with the three drug control conventions and other relevant United Nations treaties

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased, with the support of UNODC and upon the request of Member States, ratification and implementation of the international drug control conventions (the Single Convention on Narcotic Drugs, the Convention on Psychotropic Substances and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances), and implementation of the action plan and political declaration on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem as well as relevant operational outcomes of the 2016 United Nations General Assembly special session on the world drug problem	(i) Increased number of States parties requesting assistance relating to the implementation of the three international drug control conventions in line with the outcomes of the United Nations General Assembly special session on the world drug problem (ii) Increased number of States parties ratifying the three international drug control conventions with the assistance of UNODC
(b) Increased and balanced application of a continuum of measures aimed at drug demand reduction, as well as vulnerability to HIV/AIDS and other blood-borne diseases, with the assistance of UNODC	(i) Additional countries implementing drug use prevention interventions in line with relevant international treaties and based on scientific evidence, with the assistance of UNODC (ii) Additional countries implementing drug dependence treatment, rehabilitation and social reintegration interventions in line with relevant international treaties and based on scientific evidence, with the assistance of UNODC

	(iii) Additional countries developing, adopting and implementing strategies and programmes on HIV/AIDS as related to drug users, particularly people who inject drugs, with the assistance of UNODC
(c) Increased capacity of UNODC to support requesting Member States to reduce the vulnerability to drug use and to HIV/AIDS of people in the criminal justice system	(i) Additional countries establishing and/or scaling-up policies and programmes in relation to drug dependence in the criminal justice system, in line with relevant international treaties and based on scientific evidence, with the assistance of UNODC
	(ii) Additional countries assisted by UNODC in developing, adopting and implementing HIV/AIDS prevention, treatment, care and support policies and programmes in the criminal justice system, in line with relevant international treaties and based on scientific evidence on "HIV prevention, treatment and care in prisons and other closed settings: a comprehensive package of interventions"
(d) Increased capacity of UNODC to support requesting Member States to design, implement, monitor and evaluate sustainable crop control strategies through alternative development and/or preventative alternative development, as appropriate, in line with the United Nations Guiding Principles on Alternative Development	Countries developing and implementing sustainable illicit crop control strategies through alternative development and/or preventative alternative development concurrent with national development programmes and, as appropriate, in line with the United Nations Guiding Principles on Alternative Development
(e) Improved capacity of UNODC to support Member States to provide sustainable livelihoods (basic social assistance) to populations vulnerable to drug dependence and crime as a result of social and economic marginalization	Countries making basic, social and economic services available to populations vulnerable to drug dependence, HIV/AIDS and crime, within their national context and in line with relevant international treaties and based on scientific evidence
(f) Increased regional and international cooperation in combating illicit drug trafficking and the illicit trafficking and diversion of narcotic drugs and psychotropic substances, with the assistance of UNODC in accordance with its mandate	(i) Increased number of regional initiatives maintained and/or developed to combat illicit drug trafficking and precursor control through cooperation agreements
	(ii) Number of networks established or strengthened for promoting enhanced cooperation and information-sharing among criminal justice and law enforcement agencies within and across borders to combat and address illicit drug trafficking, through the support of UNODC and within the context of its mandates

(g) Increased capacity of UNODC to support requesting Member States for effective action against illicit drug trafficking and related offences	Additional Member States assisted in the fields of technical assistance and capacity building, in the areas of anti-money-laundering, illicit financial flows and the confiscation of the proceeds of illicit drug manufacturing

Strategy

13.15 Substantive responsibility for the subprogramme is vested in the Division for Operations and the Division for Treaty Affairs. As emphasized by United Nations drug control conventions, their aim is to protect and promote health, safety and welfare, in addition, the Sustainable Development Goals[10] specifically recognize the importance of addressing the issues covered by this subprogramme in order to ensure a more prosperous, equitable and sustainable future for all. In order to achieve the objective and to assist Member States in attaining the relevant Sustainable Development Goals, the subprogramme will:

(a) Assist Member States, upon request, in establishing and/or improving drug use prevention strategies, plans and interventions in line with scientific evidence, particularly the International Standards on Drug Use Prevention. This will also help Member States in meeting the Sustainable Development Goals target 3.5 that commits them to strengthening prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol;

(b) Assist Member States, upon request, in establishing and/or expanding evidence-based drug dependence treatment services integrated in a recovery-oriented continuum of care in the community and in criminal justice systems; this would also help Member States in meeting the Sustainable Development Goals target 3.5 that commits them to strengthening prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol;

(c) Assist Member States, upon request, in establishing and/or expanding evidence-based HIV/AIDS prevention, treatment, care and support services for drug users, including people who inject drugs, in line with the WHO, UNODC, UNAIDS Technical Guide for Countries to Set Targets for Universal Access to HIV Prevention, Treatment and Care for Injecting Drug Users; and for people living in prison settings, in line with the UNODC, ILO, UNDP, WHO and UNAIDS) policy brief entitled "HIV prevention, treatment and care in prisons and other closed settings: a comprehensive package of interventions"; this would also help Member States to achieve the targets set out in the UNAIDS 2016-2021 Strategy and meet their commitments under target 3.3 of the Sustainable Development Goals to end, by 2030, the epidemics of AIDS, tuberculosis, malaria, and neglected tropical diseases and combat hepatitis, water-borne diseases, and other communicable diseases;

(d) Improve access of Member States to information, research and evidence-based practices on drug prevention, treatment, care and rehabilitation and on HIV/AIDS among people who use drugs and among people in prisons and other closed settings;

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[10] In particular Goals 3 and 16 (Health and illicit financial and flows, combating transnational organized crime, promoting the rule of law at the national and international levels and promoting international cooperation to prevent and combat crime).

(e) Provide support to Member States, upon request, for including social assistance, especially inclusion of sustainable livelihoods, in programmes for the treatment of drug dependence and those responding to HIV/AIDS as related to drug use and in prison settings;

(f) Foster and strengthen international cooperation, upon request, based on the principle of shared common responsibility in sustainable alternative development, including, where appropriate, preventive alternative development;

(g) Promote the ratification and implementation of the international instruments on drugs, by providing policy, legal and legislative advice at the global and regional levels and, upon request, at the national level; and facilitate related international cooperation;

(h) Coordinate and monitor the follow-up of the drug prevention and control mandates contained in the relevant resolutions and decisions of the treaty-based organs and governing bodies;

(i) Perform secretariat functions for the Commission on Narcotic Drugs, and for its established subsidiary bodies;

(j) Support global, regional, interregional and international cooperation in countering illicit drug trafficking by promoting criminal intelligence exchange and multilateral operations targeting international criminal organizations involved in illicit drug trafficking working in synergy with subprogramme 1 where Member States are assisted to combat other forms of trafficking;

(k) In coordination with subprogramme 1, promote the network the law enforcement (police, customs, specialized drug law enforcement agencies and others) training institutions to stimulate exchange of training curricula, training methodologies, best practices and training materials;

(l) Collaborate with other relevant actors, including United Nations country teams, and other multilateral organizations, in accordance with their respective mandates, at the international, regional, subregional and national levels;

(m) Provide technical assistance to Member States, upon request, to promote coherent policy and institutional responses, enhance national justice systems, and enhance agency responses and to implement programmes to combat illicit drug trafficking;

(n) Develop and disseminate manuals, toolkits, reports and issue papers to combat illicit drug trafficking.

Subprogramme 3
Countering corruption

Objective of the Organization: To prevent and combat corruption, in line with the United Nations Convention against Corruption

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Technical assistance provided by UNODC, upon the request of Member States, to support ratifications of or accessions to the United Nations Convention against Corruption	(i) Increased number of country review reports and their summaries prepared, with assistance from UNODC, for the Mechanism for the Review of Implementation of the United Nations Convention against Corruption (ii) Percentage of reports available six weeks prior to the Conference of the States Parties to the United Nations Convention against Corruption (iii) Percentage of Conference of the States Parties participants satisfied with the quality of documentation
(b) Enhanced support of UNODC to the Conference of the States Parties to the United Nations Convention against Corruption and its subsidiary bodies to facilitate decision-making and policy direction	(i) Number of countries drafting or revising domestic legislation, with assistance from UNODC, and policies to incorporate provisions of the United Nations Convention against Corruption (ii) Number of countries strengthening integrity, accountability and transparency in the public and private sector to prevent corruption, supported by UNODC upon request (iii) Number of countries developing capacity to detect, investigate and prosecute corruption, to participate in international cooperation in criminal matters pertaining to anti-corruption (in particular mutual legal assistance and extradition) and to effectively cooperate on asset recovery matters

Strategy

13.16 Substantive responsibility for the subprogramme is vested in the Division for Treaty Affairs. The fact that corruption hampers efforts to ensure equitable and fair access to global public goods has long been known. With the adoption of the Sustainable Development Goals, the reduction in bribery and corruption as well as recovery of stolen assets have now also been reaffirmed as targets towards which the international community must work. In order to ensure that the efforts of Member States are coherent and guided by the United Nations Convention against

Corruption, and taking fully into account the results of its review mechanism, the Office will:

(a) Promote the ratification and implementation of the United Nations Convention against Corruption as well as follow-up to the recommendations made under the Implementation Review Mechanism by providing policy and legislative advice, building the capacities of relevant actors and facilitating transfer of expertise;

(b) Assist Member States, upon request, in enhancing their capacities to prevent corruption, including within public sector institutions, and strengthening the role of civil society, parliamentarians, the private sector, academia and the general public in the prevention of corruption;

(c) Assist Member States in enhancing their capacities to detect, investigate and prosecute corruption;

(d) Promote international cooperation in the investigation, prosecution and adjudication of corruption and related offences (for example, extradition, mutual legal assistance and asset recovery);

(e) Develop and disseminate knowledge products to assist with the implementation of the Convention and gather experiences from Member States on the implementation of the Convention;

(f) Assist Member States, upon request, in producing data and conducting statistical and analytical studies and research on corruption, including collaboration with academia and other stakeholders to enable informed policy decisions and progress in the international anti-corruption reform agenda;

(g) Perform secretariat functions for the Conference of the States Parties to the Convention and its subsidiary bodies, including the Implementation Review Mechanism;

(h) Coordinate the implementation of the mandates given by treaty-based organs and governing bodies;

(i) Collaborate with international, regional and subregional actors within and outside the United Nations system to advance the implementation of the Convention;

(j) Assist Member States, upon request, in addressing economic fraud and identity-related crime.

Subprogramme 4
Terrorism prevention

Objective of the Organization: A functional criminal justice regime against terrorism that is effective and is implemented by States in accordance with the rule of law

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased technical assistance provided by UNODC, upon the request of Member States, to contribute to the ratification of the international legal instruments related to prevention and suppression of terrorism	(i) Increase in the number of ratifications of the international legal instruments to prevent and combat terrorism by countries that have received counter-terrorism technical assistance from UNODC
	(ii) Additional pieces of legislation that are being revised or adopted with UNODC assistance
(b) Improved capacity of UNODC to support Member States to prevent terrorism in accordance with the rule of law at the national and international levels	(i) Number of countries receiving capacity-building assistance from UNODC, upon request, at the national and regional levels
	(ii) Additional national criminal justice officials trained with respect to implementing international conventions and protocols relating to terrorism
	(iii) Additional national and regional strategies/action plans for combating terrorism, developed with UNODC assistance
	(iv) Additional national criminal justice officers trained with respect to international cooperation in criminal matters to prevent and combat terrorism

Strategy

13.17 Substantive responsibility for the subprogramme is vested in the Division for Treaty Affairs. The objective will be achieved by drawing on the specialized technical competence of the Office in crime prevention, criminal justice and rule of law. The strategy consists mainly of:

(a) Encouraging Member States to become party to and implement the international conventions and protocols related to the prevention and suppression of terrorism in all its forms and manifestations;

(b) Providing, upon request, policy advice and legal advisory, legislative and capacity-building support and facilitating the transfer of specialized knowledge on, inter alia, transport-related terrorism offences; financing of terrorism; use of the Internet for terrorism purposes; and support to victims of acts of terrorism and chemical, biological, radiological and nuclear terrorism;

(c) Strengthening the capacity of national criminal justice systems to apply counter-terrorism legislation in conformity with international human rights law and the rule of law;

(d) Promoting international cooperation in criminal matters related to terrorism, including foreign terrorist fighters, especially with regard to extradition and mutual legal assistance;

(e) Cooperating closely with the Counter-Terrorism Committee of the Security Council and its Executive Directorate and with the Counter-Terrorism Implementation Task Force and its participating entities;

(f) Implementing the mandates given by treaty-based organs and United Nations governing bodies.

(g) Supporting global, regional, interregional and international approaches in countering terrorism through, inter alia, promoting cooperation between prosecutorial and central authorities in the area of mutual legal assistance and extradition, as well as between law enforcement agencies and financial investigation units in sharing criminal intelligence and multilateral operations targeting international terrorism groups and financial flows related to their activities;

(h) Promoting cooperation in law enforcement activities (police, customs, specialized counter-terrorism agencies and others) and training institutions to stimulate exchange of training curricula, training methodologies, best practices and training materials.

Subprogramme 5
Justice

Objective of the Organization: To strengthen the rule of law as the basis for sustainable development through the prevention of crime and the promotion of effective, fair, humane and accountable criminal justice systems in line with the United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased assistance provided by UNODC in support of the development and updating of international standards and norms in crime prevention and criminal justice, through the United Nations Commission on Crime Prevention and Criminal Justice	Number of United Nations standards and norms relevant to specific areas of crime prevention and criminal justice developed or updated by countries with the support of UNODC, upon request
(b) Crime prevention and criminal justice system reform initiatives within the UNODC mandate are developed and implemented in accordance with international standards and norms in crime prevention and criminal justice	(i) Number of additional countries utilizing UNODC tools, manuals and training materials and advisory services for improving crime prevention strategies and measures and criminal justice procedures and practices

	(ii) Number of additional countries assisted by UNODC in developing and implementing crime prevention and criminal justice reform initiatives

Strategy

13.18 Substantive responsibility for the subprogramme is vested in the Division of Operations. The objective will be achieved by:

(a) Promoting further development of United Nations standards and norms in crime prevention and criminal justice and facilitate their application by strengthening the capacity, upon request, of national criminal justice systems and all actors involved in crime prevention and criminal justice reform;

(b) Providing assistance to Member States, upon request, including through knowledge transfer, institution-building, capacity-building and advice on crime prevention and criminal justice reform, including on: police reform; the functioning of prosecution services and the judiciary; access to legal aid; prison reform and alternatives to imprisonment; relevant oversight mechanisms, as well as cross-cutting issues related to: victims and witnesses; gender in the criminal justice system; and justice for children;

(c) Developing and disseminating reference and operational tools, guidance notes, handbooks, training curricula, model legislation, studies, good practices and information technology resources;

(d) Coordinating the implementation of the mandates given by treaty-based organs and governing bodies.

(e) Coordinating UNODC crime prevention and criminal justice efforts with other relevant United Nations entities, including in: the framework of the Rule of Law Coordination and Resource Group; the global focal points for the police, justice and corrections; areas in the rule of law in post-conflict and other crisis situations; as well as the institutes comprising the United Nations crime prevention and criminal justice network and other intergovernmental organizations.

Subprogramme 6
Research, trend analysis and forensics

Objective of the Organization: Enhanced knowledge of thematic and cross-sectoral trends on drugs and crime issues for effective policy formulation and operational response, including for reviewing progress towards internationally agreed-upon sustainable development goals

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced access to increased knowledge to formulate strategic responses to address existing and emerging drugs and crime issues	(i) Increased number of references in research publications to documents or information generated by UNODC

	(ii) Increased percentage of positive assessments of relevance and usefulness of research outputs for strategic response formulation
	(iii) Increased number of country-data series disseminated (disaggregated by drug demand, drug supply, crime and criminal justice)
(b) Increased capacity to produce, analyse and exchange statistical data on trends including those in emerging drug and specific crime issues	(i) Increased number of Member States receiving targeted training or other forms of technical assistance on data collection and analysis on issues under the UNODC mandate, including reviewing progress towards relevant Sustainable Development Goals
	(ii) Increased number of Member States receiving assistance on providing timely, accurate and reliable data through the relevant parts of the annual report questionnaire
	(iii) Increased number of Member States receiving assistance aimed at the exchange of technical knowledge of experts in the area of data collection, analysis and evaluation
(c) Improved scientific and forensic capacity to meet appropriate professional standards, including increased use and dissemination of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations, policy and decision-making	(i) Increased percentage of institutions in receipt of UNODC assistance reporting enhanced scientific and forensic capacity
	(ii) Increased number of laboratories participating actively in the international collaborative exercise
	(iii) Increased percentage of laboratories reporting participation in and/or use of forensic data for inter-agency activities with law enforcement, regulatory, judicial and health authorities and/or trend analyses

Strategy

13.19 Substantive responsibility for the subprogramme is vested in the Division for Policy Analysis and Public Affairs. As UNODC is the only United Nations system organization with the mandate to and experience in collecting and reporting on data required to monitor progress against some sustainable development targets as they relate to illicit trafficking, justice, crime and drug use, the subprogramme will include special efforts to provide data and analysis to spur transformative change as agreed upon by Member States in addition to its traditional focus. Overall, the subprogramme will be:

(a) Providing timely and accurate statistics and analyses of world drug and crime problems, with particular attention to specific manifestations of crime and its transnational dimensions;

(b) Providing support and capacity-building to Member States, upon request, to produce, disseminate and analyse drug and crime data and statistics, including targeted assistance to in increase capacities to produce data to monitor relevant Sustainable Development Goals;

(c) Assisting Member States, upon request, in identification of trends, emerging issues and priorities in drugs, crime and corruption;

(d) Expanding the evidence base for policymaking on issues of drugs, crime and corruption;

(e) Convening consultations with Member States and with international organizations, and other relevant stakeholders, on the global review mechanism for Sustainable Development Goals that fall under UNODC mandates;

(f) Providing technical assistance and expert advice to drug-testing laboratories and forensic institutions;

(g) Assisting Member States in forensics standard-setting and exchange of quality forensic data and services for policy and decision-making;

(h) Increasing the number of data elements in the UNODC database on drugs and crime including, where possible, data disaggregated by sex.

Subprogramme 7
Policy support

Objective of the Organization: Coherent policy and operational responses, as well as appropriate institutional reforms, to increase the effectiveness of drug control, crime prevention and criminal justice

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice	(i) Increased number of unique visitors accessing information from the UNODC website and following UNODC on social media (ii) Increased number of publications downloaded from the UNODC website

(b) Advanced capacity of Member States to implement relevant international conventions and standards and norms under UNODC mandate through partnerships with relevant civil society entities	(i) Increased number of civil society entities participating in United Nations meetings, as appropriate and in accordance with applicable United Nations rules and procedures
	(ii) Increased number of partnership and/or funding agreements with Governments, foundations, non-governmental organizations, other relevant civil society organizations and private sector entities

Strategy

13.20 Substantive responsibility for implementation of the subprogramme lies with the Division for Policy Analysis and Public Affairs. The objective will be achieved by promoting and supporting robust inter-agency and interdivisional efforts in:

(a) Providing assistance on policy coherence and institutional reforms to increase the effective implementation of UNODC mandate areas, including drug control, crime prevention and criminal justice, at the national, regional and international levels;

(b) Facilitating and providing interdivisional headquarters and field based assistance — including through United Nations country teams — to increase national and regional capacity: (i) to implement mandated areas of the international normative framework which address cross-cutting, systemic issues (such as illicit financial flows, corruption and economic crime); (ii) to achieve relevant Sustainable Development Goals targets; and (iii) other commitments (such as the Addis Ababa Action Agenda);

(c) Strengthening strategic engagement with Member States, regional entities, United Nations system and multilateral bodies in promoting the rule of law, security and justice under the framework of the 2030 Agenda for Sustainable Development, to support Member States in their implementation of the relevant goals and targets;

(d) Conducting dialogues with donor Governments, Member States, international organizations and private sector entities to mobilize resources;

(e) Reaching out to non-governmental organizations and international media;

(f) Carrying out targeted advocacy and communication activities through the use of traditional and new media, with emphasis on key stakeholders in the substantive areas such as transnational organized crime, illicit drugs and corruption;

(g) Coordinating with other United Nations agencies on issues related to drugs, crime and terrorism in all its forms and manifestations;

(h) Undertaking policy analysis and provide coherent advice, upon request;

(i) Expanding the donor base of the Office with a view to securing more stable funding that can be deployed to meet the needs of development partners globally;

(j) Developing a structured reporting and pledging mechanism that allows for creative engagement with funding counterparts with the aim of assisting Member States in funding comprehensive and coherent programmes to implement their treaty obligations and to implement the standards and norms on crime prevention and criminal justice.

Subprogramme 8
Technical cooperation and field support

Objective of the Organization: To provide effective, efficient and relevant drug and crime control programmes to Member States

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened cooperation between and among Member States, regional entities and partners in drug and crime control matters	Increased number of countries participating in integrated programmes implemented in the field
(b) Increased capacity of Member States to address organized crime and illicit trafficking at the regional and interregional levels	Increased percentage of Member States indicating satisfaction with policy advice, technical expertise, coordination and other support provided by the field network

Strategy

13.21 Substantive responsibility for the implementation of this subprogramme lies with the Division of Operations. With the adoption of the Sustainable Development Goals, the UNODC Field Offices will support, according to their mandates and upon request by interested Member States, and ensure the inclusion of governance, security and human rights-based crime control interventions into the implementation of joint United Nations programmes that address the development and health components of the Sustainable Development Goals. The Division of Operations will provide policy advice, strategic guidance and coordination for the development of integrated programmes, and ensure their full implementation notably through synergies with Global Programmes. In addition, the Division will provide overall management, quality assurance and oversight to ensure successful programme implementation. Key tasks include:

(a) Developing and implementing an integrated programme approach, enabling the effective and coordinated delivery and maximized impact of the normative and technical assistance mandates of the Office;

(b) Providing overarching central management services and cross-cutting functions including substantive advice and expert support to the UNODC Field Office network;

(c) Increasing interregional programme cooperation for better cooperation among partner countries through well-designed regional and country programmes;

(d) Ensuring full "ownership" of the UNODC programmes by regional entities and partner countries through policy and programmatic dialogue and coordination, as appropriate;

(e) Providing, through regional programmes, a common platform for joint efforts with United Nations partners, international financial institutions, other multilateral bodies and civil society, as appropriate;

(f) Promoting the joint pursuit of justice, public security and development as a key objective;

(g) Providing a comprehensive range of high-quality technical support, expert services and policy advice in support of Member States' implementation of the United Nations conventions on drugs and crime and the United Nations standards and norms on criminal justice and crime prevention.

Subprogramme 9

Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice

Objective of the Organization: To enable the United Nations intergovernmental bodies dealing with drugs, crime and terrorism issues to function effectively to fulfil their mandates; to enable the International Narcotics Control Board to fulfil its treaty-based mandate of monitoring and promoting implementation of and full compliance with the international drug control treaties; and to enable the United Nations Congress on Crime Prevention and Criminal Justice to fulfil its advisory role

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced decision-making and policy direction processes by the United Nations intergovernmental bodies on drugs, crime and terrorism issues	Percentage of members of the Commissions responding to the survey expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat
(b) Effective preparations for the 14th United Nations Congress on Crime Prevention and Criminal Justice	Percentage of Member States responding to the survey expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat in the lead-up to the 14th Crime Congress in 2020

(c) Effective support to the 2019 review by Member States of the implementation of the 2009 Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem	Percentage of Member States responding to the survey expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat in the lead-up to the 2019 review of the implementation of the Political Declaration and Plan of Action
(d) The International Narcotics Control Board is enabled to monitor and promote compliance with the international drug control conventions	(i) Percentage of members of the International Narcotics Control Board expressing full satisfaction with the quality and timeliness of substantive services provided by the Secretariat to the Board, including the quality of analysis of treaty compliance and data on recommendations of the Board addressed by Member States
	(ii) Percentage of implementation of decisions of the Board by the Secretariat

Strategy

13.22 The importance of addressing matters of international drug control and of crime prevention and criminal justice is also recognized in the new global Sustainable Development Goals, including Goal 3.5 — calling for efforts to strengthen the prevention and treatment of substance abuse, including narcotic drug abuse — and Goal 16, highlighting the promotion of the rule of law and the combatting of organized crime as foundations of sustainable development. The support to the intergovernmental bodies, which is at the core of the subprogramme, is provided bearing in mind this broader context. Substantive responsibility for implementation of the subprogramme lies with the Division of Treaty Affairs. The objective will be achieved by:

(a) Providing substantive and technical support to the following United Nations intergovernmental bodies on matters of international drug control and crime prevention and criminal justice, and as governing bodies of the Office:

(i) The Commission on Narcotic Drugs (including preparations for, and servicing of the 2019 review by Member States of the implementation of the 2009 Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem);

(ii) The Commission on Crime Prevention and Criminal Justice;

(iii) The five subsidiary bodies of the Commission on Narcotic Drugs (the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East and the meetings of the Heads of National Drug Law Enforcement Agencies (HONLEAs) for Africa, Asia and the Pacific, Latin America and the Caribbean, and Europe);

(iv) The Economic and Social Council;

(v) The General Assembly (including follow-up to the United Nations General Assembly special session on the world drug problem in 2016);

(b) Coordinating and monitoring the follow-up of the mandates contained in the relevant resolutions and decisions by the relevant intergovernmental bodies, including the outcome of the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and the outcome of the 2016 United Nations General Assembly special session on the world drug problem);

(c) Providing independent secretariat support to the International Narcotics Control Board to enable it to fulfil its treaty obligations to monitor and promote compliance by Governments with the international drug control treaties, including by:

(i) Promoting the awareness of Governments and the international community about the implementation of the international drug control conventions, particularly through dissemination of the treaty-mandated annual reports and recommendations of the Board, including through relevant intergovernmental bodies;

(ii) Ensuring the active contribution of the Board to the preparation and the work of the 2019 review of the 2009 Political Declaration and Plan of Action;

(iii) Maintaining and enhancing, in cooperation with Governments, the international drug control system, in particular the estimates, assessments and statistical returns for narcotic drugs, psychotropic substances and precursor chemicals, including by electronic means, such as I2ES;

(iv) Raising the awareness of Governments and the international community about the need to develop national policies and control systems that are capable of achieving the goals of the international drug control conventions in relation to ensuring availability of narcotic drugs and psychotropic substances;

(v) Assessing substances used in the illicit drug manufacture for scheduling under the 1988 United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances; monitoring the international licit movement of precursors, preventing their diversion and ensuring the worldwide exchange of information on misuse, through electronic means such as PEN Online and PICS, and Task Force efforts; coordinating the international operational response to problems related to trafficking in new psychoactive substances;

(vi) Enabling the Board to conduct enhanced dialogue with Governments to promote implementation of the conventions and the Board's recommendations and to engage on treaty-related matters and statutory reporting through cooperation and the provision of training;

(vii) Ensuring that the Board is provided with legal advice on treaty compliance to deal with emerging challenges;

(d) Providing substantive and technical support to the consultative United Nations Congress on Crime Prevention and Criminal Justice (including preparations for the Fourteenth Congress such as assistance to regional preparatory meetings).

Legislative mandates

Conventions

Single Convention on Narcotic Drugs of 1961, as amended by the 1972 Protocol

Convention on Psychotropic Substances of 1971

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

United Nations Convention against Transnational Organized Crime of 2000 and the Protocols thereto

United Nations Convention against Corruption of 2003

General Assembly resolutions

40/33	United Nations Standard Minimum Rules for the Administration of Juvenile Justice (the Beijing Rules)
40/34	Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power, annex
43/173	Body of Principles for the Protection of All Persons under Any Form of Detention or Imprisonment
45/110	United Nations Standard Minimum Rules for Non-custodial Measures (the Tokyo Rules)
45/112	United Nations Guidelines for the Prevention of Juvenile Delinquency (the Riyadh Guidelines)
45/113	United Nations Rules for the Protection of Juveniles Deprived of their Liberty
45/116	Model Treaty on Extradition, as amended by resolution 52/88
45/117	Model Treaty on Mutual Assistance in Criminal Matters, as amended by resolution 53/112
45/118	Model Treaty on the Transfer of Proceedings in Criminal Matters, annex
45/119	Model Treaty on the Transfer of Supervision of Offenders Conditionally Sentenced or Conditionally Released, annex
46/152	Creation of an effective United Nations crime prevention and criminal justice programme
49/168	International action to combat drug abuse and illicit production and trafficking
51/59	International Code of Conduct for Public Officials, annex
51/60	United Nations Declaration on Crime and Public Security, annex

51/191	United Nations Declaration against Corruption and Bribery in International Commercial Transactions, annex
52/86	Crime prevention and criminal justice measures to eliminate violence against women
S-20/2	Political Declaration
S-26/2	Declaration of Commitment on HIV/AIDS
55/89	Principles on the Effective Investigation and Documentation of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, annex
56/119	Role, function, periodicity and duration of the United Nations congresses on the prevention of crime and the treatment of offenders
56/261	Plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
57/170	Follow-up to the plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
58/4	United Nations Convention against Corruption, annex
59/160	Control of cultivation of and trafficking in cannabis
60/179	Providing support to Afghanistan with a view to ensuring effective implementation of its Counter-Narcotics Implementation Plan
60/262	Political Declaration on HIV/AIDS
60/288	The United Nations Global Counter-Terrorism Strategy (as reaffirmed in resolutions 62/272, 64/297 and 66/282)
61/179	International cooperation in the prevention, combating and elimination of kidnapping and in providing assistance to victims
64/237	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption
64/293	United Nations Global Plan of Action against Trafficking in Persons
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/190	Trafficking in women and girls

65/227	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework
65/228	Strengthening crime prevention and criminal justice responses to violence against women
65/229	United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules)
65/230	Twelfth United Nations Congress on Crime Prevention and Criminal Justice
65/277	Political Declaration on HIV/AIDS: Intensifying our Efforts to Eliminate HIV/AIDS
66/177	Strengthening international cooperation in combating the harmful effects of illicit financial flows resulting from criminal activities
66/178	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
66/179	Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
66/180	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking
66/231	Oceans and the law of the sea
67/184	Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
67/185	Promoting efforts to eliminate violence against migrants, migrant workers and their families
67/186	Strengthening the rule of law and the reform of criminal justice institutions, particularly in the areas related to the United Nations system-wide approach to fighting transnational organized crime and drug trafficking
67/187	United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems
67/188	Standard Minimum Rules for the Treatment of Prisoners
67/190	Improving the coordination of efforts against trafficking in persons

67/191	United Nations African Institute for the Prevention of Crime and the Treatment of Offenders
67/192	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption
67/193	International cooperation against the world drug problem
68/119	Measures to eliminate international terrorism
68/178	Protection of human rights and fundamental freedoms while countering terrorism
68/185	Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
68/186	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking
68/187	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
68/188	The rule of law, crime prevention and criminal justice in the United Nations development agenda beyond 2015
68/189	Model strategies and practical measures on the elimination of violence against children in the field of crime prevention and criminal justice
68/190	Standard Minimum Rules for the Treatment of Prisoners
68/192	Improving the coordination of efforts against trafficking in persons
68/193	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
68/195	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption
68/196	United Nations Guiding Principles on Alternative Development
68/197	International cooperation against the world drug problem

69/191	Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
69/192	Standard Minimum Rules for the Treatment of Prisoners
69/193	International cooperation in criminal matters
69/194	United Nations Model Strategies and Practical Measures on the Elimination of Violence against Children in the Field of Crime Prevention and Criminal Justice
69/195	Rule of law, crime prevention and criminal justice in the United Nations development agenda beyond 2015
69/196	International Guidelines for Crime Prevention and Criminal Justice Responses with Respect to Trafficking in Cultural Property and Other Related Offences
69/197	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
69/198	United Nations African Institute for the Prevention of Crime and the Treatment of Offenders
69/199	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption
69/200	Special session of the General Assembly on the world drug problem to be held in 2016
69/201	International cooperation against the world drug problem
69/314	Tackling illicit trafficking in wildlife
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/174	Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
70/175	United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)
70/176	Taking action against gender-related killing of women and girls
70/177	Technical assistance for implementing the international conventions and protocols related to counter-terrorism

70/179	Improving the coordination of efforts against trafficking in persons
70/180	United Nations African Institute for the Prevention of Crime and the Treatment of Offenders
70/181	Special session of the General Assembly on the world drug problem to be held in 2016
70/178	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
70/182	International cooperation against the world drug problem
S-30/1	Our joint commitment to effectively addressing and countering the world drug problem

Security Council resolutions

2133 (2014)	Threats to international peace and security caused by terrorist acts
2178 (2014)	Threats to international peace and security caused by terrorist acts
2195 (2014)	Threats to international peace and security
2253 (2015)	Threats to international peace and security caused by terrorist acts

Economic and Social Council resolutions and decisions

1984/47	Procedures for the effective implementation of the Standard Minimum Rules for the Treatment of Prisoners
1989/60	Procedures for the effective implementation of the basic principles on the independency of the judiciary
1989/61	Guidelines for the effective implementation of the Code of Conduct for Law Enforcement Officials
1989/64	Implementation of the safeguards guaranteeing protection of the rights of those facing the death penalty
1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice
1993/40	Implementation of measures to prevent the diversion of precursor and essential chemicals to illicit manufacture of narcotic drugs and psychotropic substances
1997/28	Firearm regulation for purposes of crime prevention and public health and safety

1997/29	Measures on the prevention and control of illicit trafficking in motor vehicles
1997/30	Guidelines for Action on Children in the Criminal Justice System, annex
1997/31	Victims of crime and abuse of power
1997/36	International cooperation for the improvement of prison conditions
1998/21	Plan of action for the implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power, annex
1999/23	Work of the United Nations Crime Prevention and Criminal Justice Programme
1999/25	Effective crime prevention
1999/26	Development and implementation of mediation and restorative justice measures in criminal justice
1999/28	Administration of juvenile justice
1999/30	Review of the United Nations International Drug Control Programme: strengthening the United Nations machinery for international drug control within the scope of the existing international drug control treaties and in accordance with the basic principles of the Charter of the United Nations
2000/15	Implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power
2001/14	Prevention of diversion of precursors used in the illicit manufacture of synthetic drugs
2002/12	Basic principles on the use of restorative justice programmes in criminal matters
2002/14	Promoting effective measures to deal with the issues of missing children and sexual abuse or exploitation of children
2003/25	International cooperation, technical assistance and advisory services in crime prevention and criminal justice
2003/28	International cooperation in the prevention, combating and elimination of kidnapping and in providing assistance to victims
2003/31	Functioning of the Commission on Crime Prevention and Criminal Justice
2003/32	Training in precursor control, countering money-laundering and drug abuse prevention

2003/36	Establishment of national networks to counter money-laundering in the framework of national and international drug control plans
2004/25	The rule of law and development: strengthening the rule of law and the reform of criminal justice institutions, with emphasis on technical assistance, including in post-conflict reconstruction
2004/28	United Nations standards and norms in crime prevention and criminal justice
2004/35	Combating the spread of HIV/AIDS in criminal justice pretrial and correctional facilities
2004/39	Drug control and related crime prevention assistance for countries emerging from conflict
2005/14	Model bilateral agreement on the sharing of confiscated proceeds of crime or property covered by the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
2005/20	Guidelines on Justice in Matters involving Child Victims and Witnesses of Crime
2005/21	Strengthening the technical cooperation capacity of the United Nations Crime Prevention and Criminal Justice Programme in the area of the rule of law and criminal justice reform
2005/22	Action to promote effective crime prevention
2005/28	Frequency of meetings of Heads of National Drug Law Enforcement Agencies, Europe
Decision 2005/247	Report of the Secretary-General on capital punishment and the safeguards guaranteeing protection of the rights of those facing the death penalty
2006/20	United Nations standards and norms in crime prevention
2006/22	Providing technical assistance for prison reform in Africa and the development of viable alternatives to imprisonment
2006/25	Strengthening the rule of law and the reform of criminal justice institutions, including in post-conflict reconstruction
2006/29	Crime prevention and criminal justice responses to violence against women and girls
2007/9	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs
2007/11	Support to the counter-narcotic measures and programmes of Afghanistan

2007/21	Information-gathering instrument in relation to United Nations standards and norms in crime prevention and criminal justice
2007/22	Strengthening basic principles of judicial conduct
2007/23	Supporting national efforts for child justice reform, in particular through technical assistance and improved United Nations system-wide coordination
2007/24	International cooperation for the improvement of access to legal aid in criminal justice systems, particularly in Africa
2008/23	Protection against trafficking in cultural property
2008/24	Strengthening prevention of urban crime: an integrated approach
2009/6	Joint United Nations Programme on HIV/AIDS (UNAIDS)
2009/22	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime
2009/23	Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime
2009/24	International cooperation to prevent, combat and eliminate kidnapping and to provide assistance to victims of kidnapping
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge on trends in specific areas of crime
2009/26	Supporting national and international efforts for child justice reform, in particular through improved coordination in technical assistance
Decision 2009/250	Proposed amendment to the Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol
Decision 2009/251	Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
2010/17	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework
2010/19	Crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking
2010/20	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime
2010/21	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework

2011/30	Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
2011/31	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
2011/32	Strengthening international cooperation in combating the harmful effects of illicit financial flows resulting from criminal activities
2011/33	Prevention, protection and international cooperation against the use of new information technologies to abuse and/or exploit children
2011/34	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime
2011/35	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime
2011/36	Crime prevention and criminal justice responses against illicit trafficking in endangered species of wild fauna and flora
Decision 2011/259	Joint meetings of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
2012/12	Strategy for the period 2012-2015 for the United Nations Office on Drugs and Crime
2012/19	Strengthening international cooperation in combating transnational organized crime in all its forms and manifestations
Decision 2012/242	Report of the International Narcotics Control Board for 2011
2013/11	Joint United Nations Programme on HIV/AIDS
2013/30	Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Thirteen United Nations Congress on Crime Prevention and Criminal Justice
2013/31	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regards to its trafficking
2013/32	Technical assistance for implementing the international conventions and protocols related to counter-terrorism

2013/33	The rule of law, crime prevention and criminal justice in the United Nations development agenda beyond 2015
2013/34	Model strategies and practical measures on the elimination of violence against children in the field of crime prevention and criminal justice
2013/35	Standard Minimum Rules for the Treatment of Prisoners
2013/36	Taking action against gender-related killing of women and girls
2013/37	Improving the quality and availability of statistics on crime and criminal justice for policy development
2013/38	Combating transnational organized crime and its possible links to illicit trafficking in precious metals
2013/39	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime
2013/40	Crime prevention and criminal justice responses to illicit trafficking in protected species of wild fauna and flora
2013/41	Implementing of the United Nations Global Plan of Action to Combat Trafficking in Persons
2013/42	United Nations Guiding Principles on Alternative Development
Decision 2013/246	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: extension of the mandate of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
Decision 2013/247	Report of the Commission on Crime Prevention and Criminal Justice on its twenty-second session and provisional agenda for its twenty-third session
Decision 2013/249	Report of the Commission on Narcotic Drugs on its fifty-sixth session and provisional agenda for its fifty-seventh session
Decision 2013/250	Report of the International Narcotics Control Board
2014/21	Strengthening social policies as a tool for crime prevention
2014/22	Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and the post-2015 development agenda
2014/23	Strengthening international cooperation in addressing the smuggling of migrants

Decision 2014/229	Report of the Commission on Crime Prevention and Criminal Justice on its reconvened twenty-second session
Decision 2014/230	Report of the Commission on Crime Prevention and Criminal Justice on its twenty-third session and provisional agenda for its twenty-fourth session
Decision 2014/231	Appointment of members of the Board of Trustees of the United Nations Interregional Crime and Justice Research Institute
Decision 2014/232	Report of the Board of Trustees on major activities of the United Nations Interregional Crime and Justice Research Institute
2015/L.5	Joint United Nations Programme on HIV/AIDS
2015/19	Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
2015/20	United Nations Standard Minimum Rules for the Treatment of Prisoners (the Mandela Rules)
2015/21	Taking action against gender-related killing of women and girls
2015/22	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
2015/23	Implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
2015/24	Improving the quality and availability of statistics on crime and criminal justice for policy development
2015/25	Special session of the General Assembly on the world drug problem to be held in 2016
Decision 2015/233	Report of the Commission on Crime Prevention and Criminal Justice on its reconvened twenty-third session
Decision 2015/234	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: extension of the mandate of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
Decision 2015/235	Report of the Commission on Crime Prevention and Criminal Justice on its twenty-fourth session and provisional agenda for its twenty-fifth session
Decision 2015/236	Appointment of a member of the Board of Trustees of the United Nations Interregional Crime and Justice Research Institute
Decision 2015/237	Report of the Commission on Narcotic Drugs on its reconvened fifty-seventh session

Decision 2015/238	Report of the Commission on Narcotic Drugs on its fifty-eighth session and provisional agenda for its fifty-ninth session
Decision 2015/239	Report of the International Narcotics Control Board

Commission on Narcotic Drugs resolutions and decisions

43/9	Control of precursor chemicals
44/14	Measures to promote the exchange of information on new patterns of drug use and on substances consumed
46/2	Strengthening strategies regarding the prevention of human immunodeficiency virus/acquired immunodeficiency syndrome in the context of drug abuse
47/1	Optimizing integrated drug information systems
47/2	Prevention of HIV/AIDS among drug users
48/2	Strengthening the drug programme of the United Nations Office on Drugs and Crime and the role of the Commission on Narcotic Drugs as its governing body
48/11	Strengthening international cooperation to prevent the illicit manufacture of and trafficking in narcotic drugs and psychotropic substances by preventing the diversion and smuggling of precursors and essential equipment in the context of Project Prism, Operation Purple and Operation Topaz
48/12	Expanding the capacity of communities to provide information, treatment, health care and social services to people living with HIV/AIDS and other blood-borne diseases in the context of drug abuse and strengthening monitoring, evaluation and reporting systems
49/3	Strengthening systems for the control of precursor chemicals used in the manufacture of synthetic drugs
49/4	Responding to the prevalence of HIV/AIDS and other blood-borne diseases among drug users
50/2	Provisions regarding travellers under medical treatment with internationally controlled drugs
50/5	Identifying sources of precursors used in illicit drug manufacture
50/10	Prevention of diversion of drug precursors and other substances used for the illicit manufacture of narcotic drugs and psychotropic substances

50/11	International cooperation in preventing the illegal distribution of internationally controlled licit substances via the Internet
Decision 50/2	Review of dronabinol and its stereoisomers
51/9	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs
51/11	Links between illicit drug trafficking and illicit firearms trafficking
51/14	Promoting coordination and alignment of decisions between the Commission on Narcotic Drugs and the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS
Decision 51/1	Improving the governance and financial situation of the United Nations Office on Drugs and Crime
52/1	Promoting international cooperation in addressing the involvement of women and girls in drug trafficking, especially as couriers
52/2	Strengthening the law enforcement capacity of the main transit States neighbouring Afghanistan, based on the principle of shared responsibility
52/3	International support to States in East Africa in their efforts to combat drug trafficking
52/4	Progress made towards strengthening international support for States in West Africa in their efforts to combat drug trafficking
52/5	Exploration of all aspects related to the use of cannabis seeds for illicit purposes
52/6	Promoting best practices and lessons learned for the sustainability and integrality of alternative development programmes
52/7	Proposal concerning quality evaluation of the performance of drug analysis laboratories
52/8	Use of pharmaceutical technology to counter drug-facilitated sexual assault ("date rape")
52/9	Strengthening measures against the laundering of assets derived from drug trafficking and related offences
52/10	Strengthening interregional cooperation among the States of Latin America and the Caribbean and the States of West Africa in combating drug trafficking
52/11	Follow-up to the Ministerial Conference on Illicit Drug Trafficking, Transnational Organized Crime and Terrorism as Challenges for Security and Development in the Caribbean

52/12	Improving the collection, reporting and analysis of data to monitor the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem
52/13	Improving the governance and financial situation of the United Nations Office on Drugs and Crime
53/1	Promoting community-based drug use prevention
53/2	Preventing the use of illicit drugs within Member States and strengthening international cooperation on policies of drug abuse prevention
53/3	Strengthening national capacities in the administration and disposal of property and other assets confiscated in cases of drug trafficking and related offences
53/4	Promoting adequate availability of internationally controlled licit drugs for medical and scientific purposes while preventing their diversion and abuse
53/5	Strengthening regional cooperation between Afghanistan and transit States and the contribution of all affected countries to counter-narcotics efforts, based on the principle of common and shared responsibility
53/6	Follow-up to the promotion of best practices and lessons learned for the sustainability and integrality of alternative development programmes and the proposal to organize an international workshop and conference on alternative development
53/7	International cooperation in countering the covert administration of psychoactive substances related to sexual assault and other criminal acts
53/8	Strengthening international cooperation in countering the world drug problem focusing on illicit drug trafficking and related offences
53/9	Achieving universal access to prevention, treatment, care and support for drug users and people living with or affected by HIV
53/10	Measures to protect children and young people from drug abuse
53/11	Promoting the sharing of information on the potential abuse of and trafficking in synthetic cannabinoid receptor agonists
53/12	Strengthening systems for the control of the movement of poppy seeds obtained from illicitly grown opium poppy crops
53/13	Use of "poppers" as an emerging trend in drug abuse in some regions

53/14	Follow-up to the implementation of the Santo Domingo Pact and Managua Mechanism
53/15	Strengthening international cooperation and regulatory and institutional frameworks for the control of substances frequently used in the manufacture of narcotic drugs and psychotropic substances
53/16	Streamlining of the annual report questionnaire
Decision 53/1	Transfer of phenylacetic acid from Table II to Table I of the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
Decision 53/2	Follow-up to the revised draft annual report questionnaire
54/2	Promoting international cooperation to prevent drug-affected driving
54/3	Ensuring the availability of reference and test samples of controlled substances at drug testing laboratories for scientific purposes
54/4	Follow-up on the proposal to organize an international workshop and conference on alternative development
54/5	Promoting rehabilitation- and reintegration-oriented strategies in response to drug use disorders and their consequences that are directed at promoting health and social well-being among individuals, families and communities
54/6	Promoting adequate availability of internationally controlled narcotic drugs and psychotropic substances for medical and scientific purposes while preventing their diversion and abuse
54/7	Paris Pact initiative
54/8	Strengthening international cooperation and regulatory and institutional frameworks for the control of precursor chemicals used in the illicit manufacture of synthetic drugs
54/9	Improving quality and building monitoring capacity for the collection, reporting and analysis of data on the world drug problem and policy responses to it
54/11	Improving the participatory role of civil society in addressing the world drug problem
54/12	Revitalization of the principle of common and shared responsibility in countering the world drug problem
54/13	Achieving zero new infections of HIV among injecting and other drug users

54/14	Measures to support African States in their efforts to combat the world drug problem
54/15	Promotion of international cooperation to assist the States most affected by the transit of drugs
54/16	Budget for the biennium 2012-2013 for the Fund of the United Nations International Drug Control Programme
54/17	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: work of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime on evaluation and oversight
55/1	Promoting international cooperation in responding to the challenges posed by new psychoactive substances
55/2	Promoting programmes aimed at the treatment, rehabilitation and reintegration of drug-dependent persons released from prison settings
55/3	One hundredth anniversary of the International Opium Convention
55/4	Follow-up on the proposal to organize an international workshop and conference on alternative development
55/5	Promoting strategies and measures addressing specific needs of women in the context of comprehensive and integrated drug demand reduction programmes and strategies
55/6	Developing an international electronic import and export authorization system for licit trade in narcotic drugs and psychotropic substances
55/7	Promoting measures to prevent drug overdose, in particular opioid overdose
55/8	Follow-up to the Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem with respect to the development of strategies on special marketing regimes for alternative development, including preventive alternative development
55/9	Follow-up on measures to support African States in their efforts to combat the world drug problem
55/10	Promoting evidence-based drug prevention strategies and policies
55/11	Follow-up to the Third Ministerial Conference of the Paris Pact Partners on Combating Illicit Traffic in Opiates Originating in Afghanistan

55/12	Alternatives to imprisonment for certain offences as demand reduction strategies that promote public health and public safety
Decision 55/1	Organization of work for the future sessions of the Commission on Narcotic Drugs
56/1	Implementation of the budget for the biennium 2012-2013 for the Fund of the United Nations International Drug Control Programme
56/2	Accra declaration
56/3	Strengthening international cooperation in combating illicit opiates originating in Afghanistan through continuous and reinforced support to the Paris Pact initiative
56/4	Enhancing international cooperation in the identification and reporting of new psychoactive substances
56/5	Promoting the sharing of expertise in and knowledge on forensic drug profiling
56/6	Intensifying the efforts to achieve the targets of the 2011 Political Declaration on HIV and AIDS among people who use drugs, in particular the target to reduce HIV transmission among people who inject drugs by 50 per cent by 2015
56/7	Promoting the development and use of the international electronic import and export authorization system for licit international trade in narcotic drugs and psychotropic substances
56/8	Promoting initiatives for the safe, secure and appropriate return for disposal of prescription drugs, in particular those containing narcotic drugs and psychotropic substances under international control
56/9	Strengthening of the principle of common and shared responsibility as the basis for guiding international action in combating the world drug problem with a comprehensive and balanced approach
56/10	Tools to improve data collection to monitor and evaluate the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem
56/12	Preparations for the high-level review of the implementation by member States of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem

56/13	Precursors: raising awareness on the diversion in international trade of non-scheduled substances for use as alternatives to scheduled substances in the illicit manufacture of narcotic drugs and psychotropic substances
56/14	Strengthening international cooperation in addressing the non-medical use and abuse, the illicit manufacture and the illicit domestic and international distribution of tramadol
56/15	Follow-up to the Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem with respect to the development of strategies on voluntary marketing tools for products stemming from alternative development, including preventive alternative development
56/16	Enhancing international cooperation to strengthen efforts in West Africa to counter illicit drug trafficking
Decision 56/1	Transfer of *gamma*-hydroxybutyric acid from Schedule IV to Schedule II of the Convention on Psychotropic Substances of 1971
57/1	Promoting the implementation of the United Nations Guiding Principles on Alternative Development and proposal to organize an international seminar/workshop on the implementation of the Guiding Principles
57/2	Drug abuse prevention through sport: promoting a society free of drug abuse through sport and the Olympic ideal
57/3	Promoting prevention of drug abuse based on scientific evidence as an investment in the well-being of children, adolescents, youth, families and communities
57/4	Supporting recovery from substance use disorders
57/5	Special session of the General Assembly on the world drug problem to be held in 2016
57/6	Education and training on drug use disorders
57/7	Providing sufficient health services to individuals affected by substance use disorders during long-term and sustained economic downturns
57/8	Raising awareness and strengthening international cooperation in combating drug trafficking, which in some cases, misuses activities related to opium poppy seeds for illicit purposes, also produced from illicit opium poppy crops

57/9	Enhancing international cooperation in the identification and reporting of new psychoactive substances and incidents involving such substances
57/10	Preventing the diversion of ketamine from legal sources while ensuring its availability for medical use
57/11	Strengthening and expanding international cooperation to counter the threats posed by illicit production and manufacturing, trafficking and abuse of drugs in the Greater Mekong subregion
57/12	Implementation of the budget for the biennium 2014-2015 for the Fund of the United Nations International Drug Control Programme
Decision 57/1	Inclusion of *alpha*-phenylacetoacetonitrile and its optical isomers in Table I of the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
Decision 57/2	Preparations for the special session of the General Assembly on the world drug problem to be held in 2016
Decision 57/3	Provisional agenda for the special segment to be held during the fifty-eighth session of the Commission on Narcotic Drugs, in March 2015, on preparations for the special session of the General Assembly on the world drug problem to be held in 2016
58/1	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
58/2	Supporting the availability, accessibility and diversity of scientific evidence-based treatment and care for children and young people with substance use disorders
58/3	Promoting the protection of children and young people, with particular reference to the illicit sale and purchase of internationally or nationally controlled substances and of new psychoactive substances via the Internet
58/4	Promoting the implementation of the United Nations Guiding Principles on Alternative Development
58/5	Supporting the collaboration of public health and justice authorities in pursuing alternative measures to conviction or punishment for appropriate drug-related offences of a minor nature

58/6	Strengthening international cooperation in preventing and combating illicit financial flows linked to drug trafficking, from the anti-money-laundering perspective
58/7	Strengthening cooperation with the scientific community, including academia, and promoting scientific research in drug demand and supply reduction policies in order to find effective solutions to various aspects of the world drug problem
58/8	Special session of the General Assembly on the world drug problem to be held in 2016
58/9	Promoting the role of drug analysis laboratories worldwide and reaffirming the importance of the quality of the analysis and results of such laboratories
58/10	Promoting the use of the international electronic import and export authorization system for licit international trade in narcotic drugs and psychotropic substances
58/11	Promoting international cooperation in responding to new psychoactive substances and amphetamine-type stimulants, including methamphetamine
Decision 58/1	Inclusion of mephedrone (4-methylmethcathinone) in Schedule II of the Convention on Psychotropic Substances of 1971
Decision 58/2	Review of ketamine
Decision 58/3	Inclusion of AH-7921 in Schedule I of the Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol
Decision 58/4	Review of *gamma*-butyrolactone (GBL)
Decision 58/5	Review of 1,4-butanediol
Decision 58/6	Inclusion of 25B-NBOMe (2C-B-NBOMe) in Schedule I of the Convention on Psychotropic Substances of 1971
Decision 58/7	Inclusion of 25C-NBOMe (2C-C-NBOMe) in Schedule I of the Convention on Psychotropic Substances of 1971
Decision 58/8	Inclusion of 25I-NBOMe (2C-I-NBOMe) in Schedule I of the Convention on Psychotropic Substances of 1971
Decision 58/9	Inclusion of *N*-benzylpiperazine (BZP) in Schedule II of the Convention on Psychotropic Substances of 1971
Decision 58/10	Inclusion of JWH-018 in Schedule II of the Convention on Psychotropic Substances of 1971
Decision 58/11	Inclusion of AM-2201 in Schedule II of the Convention on Psychotropic Substances of 1971

Decision 58/12	Inclusion of 3,4-methylenedioxypyrovalerone (MDPV) in Schedule II of the Convention on Psychotropic Substances of 1971
Decision 58/13	Inclusion of methylone (*beta*-keto-MDMA) in Schedule II of the Convention on Psychotropic Substances of 1971
Decision 58/14	Provisional agenda for the special segment to be held during the reconvened fifty-eighth session of the Commission on Narcotic Drugs, on preparations for the special session of the General Assembly on the world drug problem to be held in 2016
Decision 58/15	Preliminary provisional agenda for the special segment to be held during the fifty-ninth session of the Commission on Narcotic Drugs, on preparations for the special session of the General Assembly on the world drug problem to be held in 2016
58/12	Budget for the biennium 2016-2017 for the Fund of the United Nations International Drug Control Programme
Decision 58/16	Preparations for the special session of the General Assembly on the world drug problem to be held in 2016

Commission on Narcotic Drugs documents

Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem, adopted at the high-level segment of the fifty-second session of the Commission on Narcotic Drugs and subsequently adopted by the General Assembly in its resolution 64/182

Joint ministerial statement of the 2014 high-level review by the Commission on Narcotic Drugs of the implementation by member States of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem

Commission on Crime Prevention and Criminal Justice resolutions and decisions

4/1	Succession of States in respect of international treaties on combating various manifestations of crime
7/1	Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations crime prevention and criminal justice programme
9/1	Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations crime prevention and criminal justice programme
16/3	Strengthening the United Nations Crime Prevention and Criminal Justice Programme and the role of the Commission on Crime Prevention and Criminal Justice as its governing body

17/2	Strengthening the rule of law through improved integrity and capacity of prosecution services
Decision 17/2	Improving the governance and financial situation of the United Nations Office on Drugs and Crime
18/1	Supplementary rules specific to the treatment of women in detention and in custodial and non-custodial settings
18/2	Civilian private security services: their role, oversight and contribution to crime prevention and community safety
18/3	Improving the governance and financial situation of the United Nations Office on Drugs and Crime
18/4	Fourth World Summit of Attorneys General, Prosecutors General and Chief Prosecutors
18/5	Follow-up to the Ministerial Conference on Illicit Drug Trafficking, Transnational Organized Crime and Terrorism as Challenges for Security and Development in the Caribbean
Decision 18/1	Guidelines for the thematic discussions of the Commission on Crime Prevention and Criminal Justice
Decision 18/2	Additional documents on improving the governance and financial situation of the United Nations Office on Drugs and Crime
19/1	Strengthening public-private partnerships to counter crime in all its forms and manifestations
19/2	Strengthening the collection, analysis and reporting of comparable crime-related data
19/4	Measures for achieving progress on the issue of trafficking in persons, pursuant to the Salvador Declaration on Comprehensive Strategies for Global Challenges: Crime Prevention and Criminal Justice Systems and Their Development in a Changing World
19/5	International cooperation in the forensic field
19/6	Countering maritime piracy off the coast of Somalia
19/7	Strengthening of regional networks for international cooperation in criminal matters
Decision 19/1	Strengthening crime prevention and criminal justice responses to counterfeiting and piracy
20/4	Promoting further cooperation in countering transnational organized crime
20/5	Combating the problem of transnational organized crime committed at sea

20/7	Promotion of activities relating to combating cybercrime, including technical assistance and capacity-building
20/8	Budget for the biennium 2012-2013 for the United Nations Crime Prevention and Criminal Justice Fund
20/9	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: work of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime on evaluation and oversight
Decision 20/1	Organization of work for the future sessions of the Commission on Crime Prevention and Criminal Justice
21/1	Strengthening Government oversight of civilian private security services and the contribution of such services to crime prevention and community safety
21/2	Countering maritime piracy, especially off the coast of Somalia and in the Gulf of Guinea
21/3	Strengthening international cooperation to address the links that in some cases may exist between transnational organized criminal activities and terrorist activities
Decision 21/1	Organization of work for the future sessions of the Commission on Crime Prevention and Criminal Justice
22/1	Implementation of the budget for the biennium 2012-2013 for the United Nations Crime Prevention and Criminal Justice Fund
22/2	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
22/3	Renewed efforts to ensure the effective implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto on the tenth anniversary of the entry into force of the Convention
22/4	Enhancing the effectiveness of countering criminal threats to the tourism sector, including terrorist threats, in particular, by means of international cooperation and public-private partnerships
22/5	Strengthening of international cooperation to promote the analysis of trends in transnational organized crime
22/6	Promoting international cooperation and strengthening capacity to combat the problem of transnational organized crime committed at sea

22/7	Strengthening international cooperation to combat cybercrime
22/8	Promoting technical assistance and capacity-building to strengthen national measures and international cooperation against cybercrime
Decision 22/1	Report of the Board of Trustees of the United Nations Interregional Crime and Justice Research Institute
Decision 22/2	Organization of work for the future sessions of the Commission on Crime Prevention and Criminal Justice
23/1	Strengthening a targeted crime prevention and criminal justice response to combat illicit trafficking in forest products, including timber
23/2	Preventing and combating trafficking in human organs and trafficking in persons for the purpose of organ removal
23/3	Strengthening the development and implementation of the goAML system as a useful tool in implementing the United Nations crime prevention and criminal justice programme
Decision 23/1	Report of the Board of Trustees of the United Nations Interregional Crime and Justice Research Institute
24/1	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
24/2	Strengthening crime prevention and criminal justice responses with respect to trafficking in cultural property and other related offences
Decision 24/1	Report of the Board of Trustees of the United Nations Interregional Crime and Justice Research Institute
24/3	Budget for the biennium 2016-2017 for the United Nations Crime Prevention and Criminal Justice Fund

Decisions and resolutions of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime

Decision 1/1	Adoption of the rules of procedure for the Conference of the Parties to the United Nations Convention against Transnational Organized Crime
Decision 1/2	Programme of work of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime

Decision 1/4	Technical Assistance activities
Decision 1/5	Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime
Decision 1/6	Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
Decision 2/1	Implementation of the United Nations Convention against Transnational Organized Crime and programme of work of the Conference of the Parties thereto
Decision 2/2	Implementation of the international cooperation provisions of the United Nations Convention against Transnational Organized Crime
Decision 2/3	Implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime
Decision 2/4	Implementation of the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
Decision 2/5	Implementation of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
Decision 2/6	Technical assistance activities
Decision 3/1	Review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
Decision 3/2	Implementation of the provisions on international cooperation in the United Nations Convention against Transnational Organized Crime
Decision 3/3	Implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, and the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
Decision 3/4	Recommendations of the open-ended interim working group of government experts on technical assistance
Decision 4/1	Possible mechanisms to review implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto

Decision 4/2	Implementation of the provisions on international cooperation of the United Nations Convention against Transnational Organized Crime
Decision 4/3	Implementation of the provisions on technical assistance of the United Nations Convention against Transnational Organized Crime
Decision 4/4	Trafficking in human beings
Decision 4/5	Implementation of the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
Decision 4/6	Implementation of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
5/1	Ensuring effective implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
5/2	Implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime
5/3	Implementation of the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
5/4	Illicit manufacturing of and trafficking in firearms, their parts and components and ammunition
5/5	Review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
5/6	Implementation of the provisions on technical assistance of the United Nations Convention against Transnational Organized Crime
5/7	Combating transnational organized crime against cultural property
5/8	Implementation of the provisions on international cooperation of the United Nations Convention against Transnational Organized Crime
6/1	Ensuring effective implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto

6/2	Promoting accession to and implementation of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
6/3	Implementation of the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
6/4	Implementation of the provisions on technical assistance of the United Nations Convention against Transnational Organized Crime
7/1	Strengthening the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
7/2	Importance of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
7/3	Implementation of the provision on technical assistance of the United Nations Convention against Transnational Organized Crime
7/4	Implementation of the international cooperation provisions of the United Nations Convention against Transnational Organized Crime

Decisions and resolutions of the Conference of the States Parties to the United Nations Convention against Corruption

3/1	Review mechanism
3/2	Preventive measures
3/3	Asset recovery
3/4	Technical assistance to implement the United Nations Convention against Corruption
4/1	Mechanism for the Review of Implementation of the United Nations Convention against Corruption
4/2	Convening of open-ended intergovernmental expert meetings to enhance international cooperation
4/3	Marrakech declaration on the prevention of corruption
4/4	International cooperation in asset recovery

Decision 5/1	Mechanism for the Review of Implementation of the United Nations Convention against Corruption
5/1	Enhancing the effectiveness of law enforcement cooperation in the detection of corruption offences in the framework of the United Nations Convention against Corruption
5/2	Strengthening the implementation of the criminalization provisions of the United Nations Convention against Corruption, in particular with regard to solicitation
5/3	Facilitating international cooperation in asset recovery
5/4	Follow-up to the Marrakech declaration on the prevention of corruption
5/5	Promotion of the contribution of young people and children in preventing corruption and fostering a culture of respect for the law and integrity
5/6	Private sector
6/3	Fostering effective asset recovery
6/6	Follow-up to the Marrakech declaration on the prevention of corruption
6/8	Prevention of corruption by promoting transparent, accountable and efficient public service delivery through the application of best practices and technological innovations
6/10	Education and training in the context of anti-corruption

Programme 14

Gender equality and empowerment of women

Overall orientation

14.1 The overall orientation of the programme, which is under the responsibility of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), is to achieve the elimination of discrimination against women and girls, the empowerment of women and the realization of equality between women and men as partners in and beneficiaries of development, human rights, humanitarian action and peace and security. The direction of the programme is provided by the General Assembly in its resolution 64/289 establishing UN-Women as a composite entity. The proposed strategic framework for the biennium 2018-2019 is aligned with the strategic plan of UN-Women.

14.2 Also in resolution 64/289, the General Assembly set out a framework for the work of the programme drawing on the Charter of the United Nations, the Beijing Declaration and Platform for Action, including its 12 critical areas of concern, the outcome of the twenty-third special session of the General Assembly and applicable United Nations instruments, standards and resolutions that support, address and contribute to gender equality and the empowerment of women. The Convention on the Elimination of All Forms of Discrimination against Women is the principal international human rights treaty relating to the practical realization of equality between women and men. The General Assembly, the Economic and Social Council and the Commission on the Status of Women provide guidance for the normative support functions; the General Assembly, the Economic and Social Council and the Executive Board provide guidance for the operational activities. Intergovernmental resolutions and decisions set the women and peace and security agenda for UN-Women and the United Nations system. The programme of work of UN-Women is based on the principle of universality. The achievement of gender equality and the empowerment of women is central to the mandate of UN-Women and is addressed across all its priority areas of work

14.3 The programme contributes to the achievement of internationally agreed development goals in the area of gender equality and the empowerment of women. The programme supports in particular the implementation of Sustainable Development Goal 5, on achieving gender equality and empowering all women and girls, as well as of the gender dimensions of all the other Goals, through gender mainstreaming, and the Addis Ababa Action Agenda, recognizing that gender equality and the empowerment of all women and girls are essential to the achievement of sustainable development in all its dimensions.

14.4 During the biennium 2018-2019, the programme is expected to continue to concentrate its efforts on the following six strategic plan goals: (a) increasing women's leadership and participation in all areas that affect their lives, including in political and economic areas; (b) increasing women's access to economic empowerment and opportunities, especially for those who are most excluded, particularly women living in poverty; (c) preventing and eliminating violence against women and girls and expanding access to survivor services; (d) increasing women's leadership in peace, security and humanitarian response; (e) strengthening the responsiveness of plans and budgets in the area of gender equality and the empowerment of all women and girls at all levels; and (f) supporting the development of global norms, policies and standards on gender equality and the empowerment of all women and girls.

14.5 As it delivers support in those areas, the programme will create and strengthen strategic partnerships, lead more effective coordination, coherence and gender mainstreaming across the United Nations system and avoid duplication of work. It will provide overall leadership, strengthen mechanisms and continue to promote and enhance accountability for gender equality and the empowerment of women in the United Nations system, including by assisting United Nations entities with the implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women.

14.6 The strategy for implementing the programme in the biennium 2018-2019 is centred on bringing together the normative support, coordination and operational support to ensure an even greater impact from United Nations support on implementing commitments to gender equality and the empowerment of all women and girls. The achievement of the programme will result from: expanding support provided to Member States, upon their request, for the realization of gender equality and the empowerment of women, and gender mainstreaming; strengthening coherence between the normative and operational work; and leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and the empowerment of women. Support for gender mainstreaming across the United Nations system is an integral part of the programme strategy.

Subprogramme 1
Intergovernmental support, coordination and strategic partnerships

Objective of the Organization: To strengthen the achievement of gender equality and the empowerment of women, including women's full enjoyment of their human rights

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced support from UN-Women for the activities of intergovernmental bodies, especially the Commission on the Status of Women, for the promotion of gender equality and the empowerment of women, including the integration of gender perspectives into their spheres of activity, as appropriate	(i) Increased number of activities aimed at supporting the participation of Member States, upon their request, in the deliberations of intergovernmental bodies, with particular emphasis on the Commission on the Status of Women (ii) Increased number of intergovernmental bodies integrating gender perspectives into their spheres of activity, including as a result of the efforts of UN-Women

	(iii) Maintenance of the high percentage of required documents submitted by UN-Women on time for consideration by the relevant intergovernmental bodies, including the Commission on the Status of Women, in compliance with the relevant rules and regulations on the issuance of documentation
(b) Enhanced support by UN-Women for the contribution of non-governmental organizations in the work of the Commission on the Status of Women in accordance with Economic and Social Council resolution 1996/31	Increased number of activities of UN-Women aimed at supporting the contribution of non-governmental organizations accredited by the Economic and Social Council to the Commission on the Status of Women
(c) Enhanced capacity of the United Nations system entities to mainstream gender perspectives and to undertake targeted measures to empower women in policies and programmes of the United Nations system in a coherent way	(i) Number of United Nations entities, supported by UN-Women, that incorporate gender perspectives into their policies and programmes (ii) Number of human resources policy measures advocated and/or assisted by UN-Women in United Nations system entities that incorporate gender perspectives in their implementation
(d) Enhanced capacity to build partnerships for the accelerated achievement of gender equality and the empowerment of women through increased awareness	(i) Increased percentage of media and social media coverage of UN-Women programmatic work aimed at promoting gender equality and the empowerment of women (ii) Increased number of activities of UN-Women developed with civil society and other stakeholders that contribute globally to the promotion of gender equality and women's empowerment (iii) Increased amount of resources mobilized as voluntary contributions to UN-Women

Strategy

14.7 The Intergovernmental Support, Coordination and Strategic Partnerships Bureau is responsible for the subprogramme. The strategy will include:

(a) Promoting actions and providing assistance to Member States, upon their request, for the full and effective implementation of the Beijing Declaration and Platform for Action and its review outcomes, the outcome of the twenty-third special session of the General Assembly and other United Nations instruments and resolutions that support, address and contribute to gender equality and the empowerment of women, as well as obligations of the States parties under the Convention on the Elimination of All Forms of Discrimination against Women;

(b) Promoting efforts to reach gender balance at all levels throughout the United Nations system, ensuring managerial and departmental accountability with respect to gender balance, including through appointments to senior positions;

(c) Providing effective support to intergovernmental processes, in particular the Commission on the Status of Women, by facilitating discussion on key gender equality and empowerment of women issues by Governments and other stakeholders;

(d) Supporting intergovernmental processes to increase the reflection of gender perspectives in sectoral areas by providing innovative proposals, as appropriate;

(e) Increasing awareness and understanding of gender equality and the empowerment of women, including through educational activities, information dissemination and outreach, using different channels, such as websites, social media and print products;

(f) Encouraging women's groups and other non-governmental organizations specializing in gender equality and women's issues to participate in intergovernmental processes, including through increased outreach, funding and capacity-building;

(g) Leading and supporting system-wide and inter-agency collaboration on gender equality and the empowerment of women through the promotion of joint action, collaboration in United Nations country teams and their gender theme groups, and facilitation of the establishment and use of accountability frameworks of the United Nations system on gender equality and the empowerment of women;

(h) Supporting cooperation among countries, as well as, where appropriate, the mechanisms established for the promotion of gender equality and the empowerment of women, at the regional and subregional levels;

(i) Supporting the improvement of the status of women and gender balance within the United Nations system through advocacy and monitoring of progress, as well as training opportunities for United Nations officials;

(j) Building and strengthening strategic partnerships with relevant stakeholders focused on the promotion of gender equality and the empowerment of women to achieve a robust resource base.

Subprogramme 2
Policy and programme activities

Objective of the Organization: To enhance efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, inter alia, the fields of development, human rights and peace and security, including by leading, coordinating and promoting the accountability of the United Nations system in this regard

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced policy support by UN-Women for the full and effective implementation of the Beijing Platform for Action, the outcomes of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment and advancement of women	Increased number of policies and actions taken and/or supported by UN-Women, upon the request of Member States, at the national and regional levels to implement the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment of women
(b) Enhanced capacity of UN-Women to effectively support, upon the request of Member States, national mechanisms for gender equality, service delivery institutions and civil society organizations in order to advance gender equality and women's empowerment and to protect women's human rights	Increased number of UN-Women activities related to strengthening capacity development provided, upon the request of Member States, to national mechanisms for gender equality, service delivery institutions and civil society organizations
(c) Increased capacity to lead and coordinate the United Nations system at the country level in supporting Member States, upon their request, in the implementation of commitments to eliminate discrimination against women and girls, empower women and achieve gender equality	(i) Increased number of United Nations development frameworks and programmes at the country level formulated and implemented with the participation and/or assistance of UN-Women (ii) Increased number of United Nations country teams that apply, with the support of UN-Women, performance indicators on gender equality and the empowerment of women

Strategy

14.8 The Policy and Programme Bureau is responsible for the subprogramme. The strategy will include:

(a) Serving as a global knowledge centre on gender equality and the empowerment of women, through research, analysis and evaluation of trends, including on new and emerging issues and their impact on the situation of women;

(b) Providing advice and support to Member States, upon their request, including through field offices, to enhance capacity to develop, implement, monitor and evaluate their gender equality and empowerment of women policies;

(c) Providing advocacy support, training and capacity development to Member States, upon their request, to advance the implementation of their commitments on gender equality and empowerment of women in line with their national priorities;

(d) Leading, coordinating and promoting the accountability of the United Nations system, including to the United Nations country and regional teams and their gender theme groups, in their work on gender equality and the empowerment of women.

Legislative mandates

General Assembly resolutions

34/180	Convention on the Elimination of All Forms of Discrimination against Women
50/42	Fourth World Conference on Women
50/203	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women
54/134	International Day for the Elimination of Violence against Women
55/2	United Nations Millennium Declaration
59/164	Improvement of the status of women in the United Nations system
60/1	2005 World Summit Outcome
62/136	Improvement of the situation of women in rural areas
64/289	System-wide coherence
64/293	United Nations Global Plan of Action to Combat Trafficking in Persons
65/1	Keeping the promise: united to achieve the Millennium Development Goals
66/130	Women and political participation
66/170	International Day of the Girl Child
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

69/147	Intensification of efforts to eliminate all forms of violence against women and girls
69/149	Trafficking in women and girls
69/150	Intensifying global efforts for the elimination of female genital mutilations
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/130	Violence against women migrant workers
70/132	Improvement of the situation of women and girls in rural areas
70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
70/178	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
70/219	Women in development
S-23/2	Political declaration
S-23/3	Further actions and initiatives to implement the Beijing Declaration and Platform for Action

Economic and Social Council resolutions and decisions

76 (V)	Communications concerning the status of women
304 (XI)	Report of the Commission on the Status of Women (fourth session)
1992/19	Communications on the status of women
1996/6	Follow-up to the Fourth World Conference on Women
1996/31	Consultative relationship between the United Nations and non-governmental organizations
1999/257	Enabling the Commission on the Status of Women to continue to carry out its mandate
2005/232	Declaration of the Commission on the Status of Women on the occasion of the tenth anniversary of the Fourth World Conference on Women
2009/16	Working Group on Communications on the Status of Women of the Commission on the Status of Women

2015/6	Future organization and methods of work of the Commission on the Status of Women
2015/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2015/13	Situation of and assistance to Palestinian women

Economic and Social Council agreed conclusion and ministerial declaration

1997/2	Mainstreaming the gender perspective into all policies and programmes in the United Nations system (see A/52/3/Rev.1, chap. IV.A)
	Ministerial declaration of the high-level segment of the substantive session of 2010 on implementing the internationally agreed goals and commitments in regard to gender equality and empowerment of women (see A/65/3/Rev.1, chap. III.F)

Security Council resolutions

1325 (2000)	Women and peace and security
1820 (2008)	Women and peace and security
1888 (2009)	Women and peace and security
1889 (2009)	Women and peace and security
1960 (2010)	Women and peace and security
2106 (2013)	Women and peace and security
2122 (2013)	Women and peace and security
2242 (2015)	Women and peace and security

Agreed conclusions of the Commission on the Status of Women

1996	Resolution 40/9: Implementation of strategic objectives and action in the critical area of concern: poverty
1996	Women and the media
1996	Child and dependent care, including sharing of work and family responsibilities
1997	Women and the environment
1997	Women in power and decision-making
1997	Women and the economy
1997	Education and training of women

1998	Violence against women
1998	Women and armed conflict
1998	Human rights of women
1998	The girl child
1999	Women and health
1999	Institutional mechanisms for the advancement of women
2001	Women, the girl child and human immunodeficiency virus/acquired immunodeficiency syndrome
2001	Gender and all forms of discrimination, in particular racism, racial discrimination, xenophobia and related intolerance
2002	Eradicating poverty, including through the empowerment of women throughout their life cycle, in a globalizing world
2002	Environmental management and the mitigation of natural disasters
2003	Participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004	The role of men and boys in achieving gender equality
2004	Women's equal participation in conflict prevention, management and resolution and in post-conflict peace-building
2006	Enhanced participation of women in development: an enabling environment for achieving gender equality and the advancement of women, taking into account, inter alia, the fields of education, health and work
2006	Equal participation of women and men in decision-making processes at all levels
2007	Elimination of all forms of discrimination and violence against the girl child
2008	Financing for gender equality and the empowerment of women
2009	The equal sharing of responsibilities between women and men, including caregiving in the context of HIV/AIDS
2011	Access and participation of women and girls in education, training and science and technology, including for the promotion of women's equal access to full employment and decent work

2013	Elimination and prevention of all forms of violence against women and girls
2014	Challenges and achievements in the implementation of the Millennium Development Goals for women and girls
2015	Resolution 59/1: Political declaration on the occasion of the twentieth anniversary of the Fourth World Conference on Women
2016	Women's empowerment and the link to sustainable development

Executive Board decisions

2011/4	Least developed countries
2012/6	Regional Architecture: administrative, budgetary and financial implications and implementation plan
2013/5	United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017
2014/1	Harmonization of reporting cycles

Programme 15

Economic and social development in Africa

Overall orientation

15.1 The overall purpose of the biennial programme plan is to promote inclusive and sustainable economic and social development in support of accelerating Africa's structural transformation. This is in line with the priorities and vision articulated in the African Union's Agenda 2063: The Africa We Want, the New Partnership for Africa's Development (NEPAD) programme and the internationally agreed development goals, including those contained in the 2030 Agenda for Sustainable Development (General Assembly resolution 70/1), the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Assembly resolution 69/313, annex) and the outcomes of other major United Nations conferences and international agreements concluded since 1992.

15.2 At the twenty-fourth ordinary session of the Assembly of the African Union, held in January 2015, the Heads of State and Government of the African Union adopted Agenda 2063: The Africa We Want. Agenda 2063 Africa's development trajectory for the next 50 years. It is a forward-looking continental framework founded on the African Union's vision of an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena.

15.3 Agenda 2063 represents the region's guiding framework for the implementation of the 2030 Agenda for Sustainable Development. In addition, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development is an integral part of and contributes to the means of implementation articulated in the 2030 Agenda. The three initiatives are therefore mutually reinforcing.

15.4 The prime mandate for the programme derives from Economic and Social Council resolution 671 A (XXV), by which the Council established the Economic Commission for Africa (ECA). Further mandates have emanated from the African Union and the outcomes and decisions of major global conferences and summits, including the United Nations Conference on Sustainable Development, held in 2012.

15.5 The resolutions adopted at the forty-eighth session of ECA, held in Addis Ababa in March 2015, also form the basis for the present biennial programme plan. They include the Commission's resolution 928 (XLVIII), entitled "Implementing Agenda 2063: planning, mobilizing and financing for development"; resolution 929 (XLVIII), on the Third International Conference on Financing for Development; resolution 930 (XLVIII), on the African Regional Forum on Sustainable Development; resolution 931 (XLVIII), on a data revolution and statistical development; resolution 934 (XLVIII), on the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024; and resolution 935 (XLVIII), on least developed countries in Africa.

15.6 Many African economies have been growing steadily over the first 15 years of the millennium, with remarkable progress made in advancing economic and social development, including progress towards meeting some of the targets of the

Millennium Development Goals by 2015. Average gross domestic product growth accelerated from 3.7 per cent in 2013 to 3.9 per cent in 2014, which is relatively good in global terms, albeit still far below the double-digit growth needed for structural transformation.

15.7 Africa's growth was largely underpinned by private consumption and gross capital formation, supported by improved governance and macroeconomic management; continued urbanization; a still-rising middle class that is driving aggregate demand; increasing trade and investment ties with emerging economies; and recent positive developments in the area of regional integration and trade partnerships in the region.

15.8 Although the medium-term economic outlook for the continent remains favourable, there are risks that could adversely affect its growth prospects, such as the fall in the price of oil and other commodities, the slow economic recovery in developed countries, tighter global monetary policies, weather-related shocks, and political instability in some African countries.

15.9 The current pattern and quality of growth in the region leave large segments of the population trapped in poverty and vulnerability, particularly in rural areas and on the outskirts of growing cities. The deep, persistent and enduring inequalities across the continent have economic, social and political consequences as well. Over the long run, those consequences risk undermining economic growth, productivity and the development of markets. They weaken confidence in Governments and institutions and create conditions for open conflict and social unrest, as the recent experience of some African countries has shown. Ultimately, the objective is to ensure that public policies reach out to those remaining behind in order to reap the expected benefits of the region's demographic dividend and advance gender equality and the economic empowerment of women.

15.10 Structural transformation in Africa's economies remains the highest priority, and industrialization is the top strategy for achieving it in practice. Achieving the African Union's Agenda 2063 and fulfilling the Sustainable Development Goals demand a major redesign of growth strategies across the continent.

15.11 The time has never been better for African countries to follow the right path towards sustainable development. In 2015, three landmark global agreements were reached that align well with Africa's need to industrialize by generating greener and more inclusive growth. The Sustainable Development Goals place equality, sustainability and universal basic needs at the heart of our common global economic strategy. The Addis Ababa Action Agenda offers a comprehensive framework for financing Africa's industrialization and structural transformation, with an emphasis on domestic resource mobilization, and the Paris Agreement adopted at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change leads to a shift to low emissions and puts the global economy on course for transforming its energy systems.

15.12 In order for Africa to grow and transform, the structural transformation and diversification of its economies through industrialization is imperative. The current merchandise export structure, dominated by raw and unprocessed commodities, is not conducive to the envisaged level of development. Increasingly, there is consensus regarding the urgent need to ensure that growth is sustainable and inclusive and that the sources of growth are diversified to reduce the vulnerability of African economies to internal and external shocks such as global consumption shocks, financial, economic and debt crises and the impact of climate change. In this regard, appropriate policies that promote inclusive growth, productivity enhancement and structural transformation through industrialization, value addition, export diversification and regional integration remain paramount. African economies will also require improvements in terms of managing the public sector, mobilizing domestic resources, combating illicit financial flows and reforming tax policies.

15.13 Implementation of the 2030 Agenda for Sustainable Development and Agenda 2063 will require the raising of awareness as well as strengthening of the capacities of planning agencies to integrate the initiatives into national planning frameworks and the identification of innovative financing and means of implementation, including the mobilization of domestic resources and the leveraging of external financing. Finally, a data revolution will constitute the lifeblood of the follow-up and review process and will require resources and strengthened capacities for data collection, storage and analysis grounded in robust statistical systems.

15.14 On the basis of the foregoing analysis, and with due consideration for the development context shaping the region and the Commission's key mandates, ECA is positioning its programmatic orientation in terms of the continuity of the work that it carried out in the biennium 2014-2015, with enhancements to effectively support the implementation and follow-up of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda and Agenda 2063.

15.15 The programmatic enhancement will require a focus on the following seven interrelated areas in support of the Agenda 2063and its first 10-year implementation plan (2013-2023): (a) strengthening the capacities of member States, regional economic communities and the African Union Commission to ensure coherence, consistency and coordination across the African development goals; (b) integrating Agenda 2063 and the African development goals into national planning and fiscal frameworks; (c) strengthening capacities for the follow-up and review of Agenda 2063 and the African development goals; (d) strengthening the statistical systems of member States; (e) identifying and promoting the financing of Agenda 2063 in terms of domestic and external resource mobilization, including addressing illicit financial flows; (f) leveraging science, technology and innovation; and (g) leveraging South-South and regional partnerships.

15.16 The Commission's overall strategy for achieving the objectives of the programme will continue to be centred on nine interdependent and complementary subprogrammes, as follows: Macroeconomic policy; Regional integration and trade; Innovations, technologies and management of Africa's natural resources; Statistics; Capacity development; Gender and women in development; Subregional activities for development; Development planning and administration; and Social development policy. Special efforts have been made to ensure that the gender mainstreaming strategy of the Commission is reflected throughout the nine subprogrammes of the present biennial programme plan.

15.17 The Commission's strategic objectives are to achieve a higher level of policy influence in support of Africa's transformation agenda; to earn greater credibility and trust through the production of high-quality, evidence-based and "good-fit" policy research and knowledge delivery services; to enhance its accountability mechanisms and deepen the learning culture across all streams of work at the Commission; and to strengthen its operational effectiveness in order to better support the timely delivery of its knowledge production and capacity development services.

15.18 The modalities for implementation will include a combination of policy research to generate knowledge, advocacy and consensus-building, advisory services and technical cooperation. ECA will deliver those services through economic and social analyses and the preparation of reports to monitor and track the progress of Africa on global and regional commitments; the formulation of policy recommendations, guidelines and standards to support policy dialogue; the organization of policy dialogue to facilitate consensus-building and the adoption of common regional positions on key issues; and the provision of technical assistance and capacity-building in the form of advisory services and training to disseminate best practices. The Commission will continue to ensure the high quality and impact of its outputs by strengthening its quality assurance processes in accordance with its quality assurance policy.

15.19 Strategic partnerships will continue to be central to the implementation of the programme. In line with its partnership strategy, ECA is leveraging its comparative strengths to engage a wide range of partners from within and outside the United Nations system in order to maximize the impact of its work. To that end, the Commission will continue to be involved in the work of the Executive Committee on Economic and Social Affairs as the main vehicle for ensuring policy and operational coherence in United Nations development activities, as well as enhancing collaboration with United Nations Development Group entities. Inter-agency coordination and collaboration among United Nations agencies working in Africa will continue to be strengthened through the regional and subregional coordination mechanisms of the agencies convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels, and the United Nations-African Union partnership on Africa's integration and development agenda for 2017-2027. At the national level, ECA will work closely with the United Nations resident coordinator system to exploit the inherent strengths of the agencies, funds and programmes.

15.20 ECA will continue to build on its existing partnerships with the African Union, the African Development Bank and other regional and subregional organizations, as well as with universities, think tanks, other research institutions, civil society and private sector organizations. In addition, ECA will continue to work closely with other regional commissions to develop joint initiatives and inputs with a view to strengthening the regional dimension in global development.

15.21 As part of its continuing efforts to enhance organizational and development effectiveness and impact, ECA has put in place a programme accountability framework, including an executive performance management dashboard as well as an evaluation policy. Both have been designed to review progress and achievements in a results-based environment, which is now fully institutionalized in ECA programming and evaluation processes. In this regard, the logical frameworks under each subprogramme have been reviewed and refined to make the indicators of achievement more measurable and to reflect the strategic orientation of the Commission.

Subprogramme 1
Macroeconomic policy

Objective of the Organization: To accelerate economic transformation and inclusive development in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States in forecasting and macroeconomic analysis and in the design, implementation and monitoring of development plans and strategies that promote inclusive growth, sustainable development and structural transformation	(i) Increased number of member States that rate the Commission's forecasting models, planning tools and knowledge products as "useful" or "very useful" in the design and implementation of macroeconomic policies and plans for inclusive growth and structural transformation
	(ii) Increased number of member States that ECA assists in integrating and implementing the internationally agreed development agenda in their development planning and policy frameworks
(b) Enhanced capacity of member States to accelerate private sector development and mobilize domestic and external resources for structural transformation and inclusive growth and sustainable development	Increased number of member States that rate ECA support for the development of policies on domestic and/or external resource mobilization and private sector development as "useful" or "very useful"
(c) Enhanced capacity of member States to adopt improved economic governance, public sector management and service delivery	Increased number of member States that rate ECA support for the development of policies for improved economic governance and public sector management as "useful" or "very useful"

Strategy

15.22 The responsibility for implementing the subprogramme lies with the Macroeconomic Policy Division. The subprogramme will generate knowledge in order to enhance the capacity of member States in the areas of development planning, forecasting and macroeconomic analysis, economic governance and finance, and private sector development. It will build synergies with pan-African institutions and other partners to support accelerated economic transformation that is inclusive and gender-sensitive in the context of Agenda 2063, the 2030 Agenda for Sustainable Development and other relevant development initiatives such as the Istanbul Programme of Action.

15.23 The subprogramme will provide technical assistance and support to member States. The strategy will focus on strengthening capacity to: (a) integrate the biennial programme plan into national planning frameworks; (b) strengthen policy analysis and evidence-based policymaking; (c) strengthen the follow-up and review of regional and global development frameworks; (d) facilitate the design of an effective institutional architecture; and (e) strengthen the forecasting of key development indicators such as macroeconomic policy variables to support the development planning efforts of member States.

15.24 The subprogramme will also focus on mobilizing domestic and external resources and enhance the role of the private sector to foster economic growth, create wealth and reduce inequality. Emphasis will be placed on promoting investments and strengthening the financial sector by improving the governance structure and regulatory and institutional frameworks of financial institutions. Public-private partnership arrangements will also be examined with a view to assisting member States in formulating appropriate policies and incentives to attract private sector investments. In addition, evidence-based policy research will be produced to support the efforts of member States to further the development of small and medium-sized enterprises.

15.25 To support the efforts of member States to revive planning, the Division will undertake normative and analytical work on development planning. Research will be geared towards supporting African countries in the design, implementation and follow-up of national planning frameworks.

15.26 The strategy will ensure that Africa's progress towards good economic governance is sustained to support its developmental agenda, including by promoting policies and programmes aimed at enhancing efficient and participatory public sector management. It will focus on research and capacity-building to promote good economic governance in Africa; the improvement of public financial management and budgetary and public investment as well as regulatory policies at the national and local levels; and the implementation of results-based management practices in the public policy cycle.

Subprogramme 2
Regional integration and trade

Objective of the Organization: To achieve effective regional cooperation and integration among member States to tackle the challenges of structural transformation in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes to accelerate industrialization, with a focus on regional infrastructure, regional value chains, food security and agriculture	(i) Increased number of member States and regional economic communities using ECA proposed policies to design, implement and monitor programmes on infrastructure, regional value chains, food security and agriculture, taking into account related gender dimensions

	(ii) Increased number of member States integrating industrialization into their national development policies and planning frameworks
(b) Enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes in the areas of intra-African and international trade and create an environment conducive to attracting investments	(i) Increased number of member States and regional economic communities implementing and monitoring policies to boost intra-African trade and attract foreign direct investment and African cross-border investment
	(ii) Increased number of member States participating in regional free trade areas, including regional economic communities' free trade areas and Customs and monetary unions, that have harmonized their trade policies towards achievement of the Continental Free Trade Area
(c) Improved capacity of member States to design, implement and monitor land policies and programmes that ensure secure gender equitable land rights and effective and efficient use and management of land for sustainable development	Increased number of member States and regional economic communities implementing and monitoring land policies and programmes aligned with guidelines on land policy and other policy recommendations

Strategy

15.27 Substantive responsibility for implementing the subprogramme is vested in the Regional Integration and Trade Division. To address the challenges of job creation, poverty elimination, food security and agriculture, supply-side constraints, economic diversification, infrastructure provision, low intra-African and external trade capacity and investments, effective land policies and the mainstreaming of gender into Africa's transformation agenda, the subprogramme will focus on evidence-based analytical research, the provision of advisory services and the building of consensus among member States, with a view to influencing policy on structural transformation and sustainable development in Africa. This work will be conducted within the framework of Agenda 2063 and the 2030 Agenda for Sustainable Development and in response to emerging issues of relevance to Africa.

15.28 To help accelerate the process of industrialization, the subprogramme will develop and disseminate policy tools, instruments and guidelines and help build the capacity of member States to integrate the Action Plan for the Accelerated Industrial Development of Africa and the Programme for Infrastructure Development in Africa. It will also work to integrate recommendations from ECA research on industrialization into their development policies and planning frameworks. In the area of food security and agriculture, emphasis will be placed on promoting agricultural transformation through the development of knowledge products on smart and sustainable agriculture and regional agricultural value chains anchored in agribusiness and agro-industry development. The subprogramme will give special emphasis to small and medium-sized enterprises, including women-driven businesses, and small-scale farmer holdings.

15.29 The subprogramme will enhance the capacity of member States and regional economic communities to develop, implement and monitor policies and programmes in the areas of intra-African and international trade and the creation of an environment conducive to attracting investment. It will continue to provide analytical, capacity-building and other catalytic support to member States in the context of the regional economic communities' trade agendas, the pre- and post-Continental Free Trade Area process and World Trade Organization-related and other multilateral trade issues. It will also provide technical support to member States in the region to ensure that there is trade policy coherence and alignment of trade policy with Agenda 2063 and the 2030 Agenda for Sustainable Development. In the area of investment, the subprogramme will support member States' efforts through policy analysis, capacity development and case studies in the areas of facilitating and promoting investment, promoting financing and investment opportunities for productive integration, advancing regional trade and investment in the context of the Continental Free Trade Area, and improving the investment policy environment in Africa as a whole.

15.30 With regard to land policy, the subprogramme will support member States in the implementation of the African Union Declaration on Land Issues and Challenges in Africa, by advocating the inclusion of land in Africa's development agenda as well as in the strategies and programmes of continental organizations, regional economic communities, member States and other actors.

15.31 The subprogramme will coordinate and galvanize the efforts of partners towards effective synergies, partnerships and resources, and facilitate dialogue on land-related issues with a view to raising awareness of the importance of addressing the challenges of land for the sustainable development of Africa. It will build evidence and promote knowledge dissemination and networking as well as build the capacity of actors to promote evidence-based land policy formulation and implementation with particular attention to gender-equitable land rights and the effective and efficient use and management of land for sustainable development. It will also promote the implementation of a robust monitoring and evaluation framework endorsed by African Ministers responsible for agriculture, rural development, water and the environment.

15.32 The subprogramme will ensure that gender dimensions are reflected in the areas of its work and that capacity-building activities take closely into account the Commission's overall capacity-building strategies and structures.

Subprogramme 3
Innovations, technologies and management of Africa's natural resources

Objective of the Organization: To achieve the adoption and implementation of new initiatives on advancing sustainable and equitable development in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States to nurture and harness new technologies and innovations for development	(i) Increased number of national, subregional and regional initiatives aimed at harnessing new technologies and innovations for development
	(ii) Increased number of member States adopting gender-responsive policies or regulatory frameworks for harnessing new technologies and innovation based on ECA research and advocacy work
	(iii) Increased number of national, regional and continental initiatives implementing the outcomes of the World Summit on the Information Society and its follow-up
	(iv) Increased number of policy recommendations on science, technology and innovation of major United Nations conferences implemented as a result of ECA technical and advisory support
(b) Enhanced capacity of member States to formulate and implement policy reforms to foster a green economy in the context of sustainable development	Increased number of member States that have formulated or implemented gender-responsive policy reforms, in line with ECA recommendations, to foster a green economy in the context of sustainable development
(c) Enhanced capacity of member States and other stakeholders to formulate and implement policies, strategies and regulatory frameworks for the management of mineral resources in line with the Africa Mining Vision	Increased number of member States assisted by ECA that have launched gender-sensitive strategies and policy initiatives for the management of mineral and other natural resources in line with the Africa Mining Vision

(d) Improved capacity of member States and other stakeholders to implement and integrate climate change adaptation approaches into key sectoral and national development policies, strategies and programmes to reduce vulnerability and strengthen resilience to impacts	(i) Increased number of member States that have formulated, reviewed or implemented a gender-sensitive policy framework or reform related to climate change and development as a result of ECA support (ii) Increased number of climate change research results or initiatives aimed at implementing multilateral environment agreements on climate change, building capacity of beneficiaries and promoting an enabling environment for mainstreaming climate change into planning and practices as a result of ECA support

Strategy

15.33 Substantive responsibility for implementing the subprogramme rests with the Special Initiatives Division. Given the cross-cutting nature of the various sections of the subprogramme, the Division will collaborate with other ECA subprogrammes for the implementation of this programme of work. The strategic direction of the subprogramme will be guided mainly by Agenda 2063, the 2030 Agenda for Sustainable Development, the Paris Agreement adopted at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, the SIDS Accelerated Modalities of Actions (SAMOA) Pathway and the follow-up to the World Summit on the Information Society. The subprogramme will focus in particular on agreements related to the harnessing of technology and innovation, the harnessing of the mining sector for sustainable development, the building of climate-resilient and low-carbon development pathways, and the empowerment of women as part of the incorporation of gender perspectives into the work of the subprogramme, poverty reduction and the global partnership for development.

15.34 The strategy will focus mainly on research, policy development and analytical work to support member States in the following areas: (a) promoting the use of social, economic and environmental innovations and technological systems; (b) developing mineral resources in the context of the Africa Mining Vision; (c) advocating policy-relevant research and analysis to inform the formulation and implementation of policies to foster a green economy in the context of sustainable development and realize optimal benefits from Africa's natural resource endowments; and (d) supporting member States in addressing challenges of climate change in key sectors and putting in place appropriate plans and mechanisms to reflect national development priorities, policies, strategies and programmes. The results will be disseminated and policy recommendations will be submitted to Governments, regional bodies and other relevant stakeholders.

15.35 The subprogramme will also promote policy dialogue and the exchange of experiences and best practices among stakeholders at the regional, national and local levels through conferences, meetings, seminars and electronic forums. In addition, the creation and operation of networks will be supported to generate, update and disseminate knowledge. The strategy will also include the provision of technical cooperation services such as specific training courses and workshops.

15.36 The subprogramme will continue to promote partnerships with other African and non-African research and specialized institutions and development partners to help deliver on its activity areas. These strategic partnerships supplement internal capacity, mobilize expertise and extend the reach of the programme across the African continent.

15.37 Furthermore, the subprogramme will ensure the broad visibility of its work and major achievements through the continuous updating and development of its website and databases and the wide dissemination of its main publications and findings at international events and relevant conferences, as well as participation in key forums involving relevant policymakers, members of academia and other stakeholders, both within and outside the region.

Subprogramme 4
Statistics

Objective of the Organization: To improve the production, dissemination and use of quality data and statistics in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened capacity of member States to produce, disseminate and use data and statistics to facilitate evidence-based policymaking, planning, implementation, monitoring and reporting	(i) Increased number of member States that have developed a statistical strategy as part of their national sustainable development plan
	(ii) Increased number of member States that are producing and reporting statistics in at least three emerging statistical areas for monitoring the implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development with suitable disaggregation, including geography and gender
	(iii) Increased number of member States that are producing vital statistics based on a civil registration system
	(iv) Increased number of member States that have adopted and applied the 2008 System of National Accounts for the compilation of economic statistics and national accounts
	(v) Increased number of member States that have used mobile devices to collect data in major statistical activities

(b) Improved availability of harmonized statistics in ECA databases	(i) Increased number of member States with at least one data point for 50 per cent of a regional set of indicators for Agenda 2063 and the 2030 Agenda for Sustainable Development that exist in the ECA databases
	(ii) Increased percentage of users that express satisfaction with the quality, coverage and timeliness of data contained in the ECA databases
(c) Enhanced capacity of member States to produce and use timely geospatial data, information and services for evidence-based decision-making in Africa	(i) Increased number of member States developing policies and strategies for the integration of statistical and geospatial information
	(ii) Increased number of member States using geospatial information technologies in statistical data collection, processing, analysis and dissemination
	(iii) Increased number of member States developing and making available to users fundamental geospatial data sets, including national gazetteers and national administrative boundary data

Strategy

15.38 The work of the African Centre for Statistics will focus largely on developing the capacity of countries to produce quality and timely statistics and data for monitoring progress made in the implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development. Given the interdisciplinary nature of statistics, the Centre will work in close collaboration with all other ECA divisions and offices, including the African Centre for Gender, and particularly with the data centres in the subregional offices. Partnership with the African Union Commission, the African Development Bank, the United Nations and other partners is crucial for the success of the programme.

15.39 The subprogramme will strive to increase the capacity of member States to collect and use quality, comparable and harmonized statistics at various levels of disaggregation, including gender, to: (a) support enhanced evidence-based policy decision-making, planning and programme implementation; (b) monitor progress towards the implementation of national, regional and international development goals; and (c) support the harmonization of methods for statistical activities in the areas of censuses, civil registration and vital statistics, surveys and economic and other classifications in line with international concepts and standards.

15.40 The subprogramme will provide adequate support for the efforts of member States to improve their statistical operations, including by conducting censuses and surveys and making the data and information products available to users promptly.

Special attention will be given to the efficient and effective use of administrative data, which are necessary for producing gender statistics, evidence-based service delivery procedures and the monitoring of progress towards internationally agreed development goals. Support will also be provided in the emerging statistical areas through methodological work. One of the key strategies is to support member States in meeting the growing demand for data and statistics in a timely and meaningful way.

15.41 The subprogramme will continue to play a leading role in supporting member States in designing and implementing their strategies on statistics as a part of the national sustainable development plan to meet the requirement of data and statistics for Agenda 2063 and the 2030 Agenda for Sustainable Development. It will also continue its role in the implementation of the African Charter on Statistics and the strategy for the harmonization of statistics in Africa, which emphasizes the need for comparable statistics for regional integration. Statistical data that are of improved quality and are comparable will be collected continuously to populate the ECA statistical database. To do this, the subprogramme will work with national statistical offices and the data centres of subregional offices to implement modern data collection practices using modern communications technology tools and methodologies to facilitate data capture.

15.42 In line with the global trends of bringing geography and statistics to bear in facilitating spatial analytics and the locational management of information, the subprogramme will provide support to member States to improve coordination between national strategies for the development of statistics and national spatial data infrastructures, incorporate geographic information systems and related technologies into all relevant stages of statistical processes, and scale up its involvement with the United Nations global geographic information management initiatives and work with national mapping organizations to articulate Africa's position.

15.43 The strategy will also include: (a) methodological work, including the production of handbooks and guidelines; (b) the implementation of field projects; (c) training; (d) advocacy campaigns to address institutional issues and the design of national strategies on statistics; (e) the dissemination of information and best practices; (f) the provision of technical assistance; and (g) resource mobilization. Particular emphasis will be placed on developing manuals for producing harmonized statistics and supporting the statistical working groups dealing with issues related to: the harmonization of price statistics; national accounts statistics; trade and public finance; population and housing censuses; the maintenance of databases; advocacy; gender mainstreaming; the mainstreaming of geospatial information technologies into national statistical offices; and institution-building.

Subprogramme 5
Capacity development

Objective of the Organization: To achieve sustainable and inclusive economic growth and to accelerate structural transformation in the context of the priorities of the African Union, including Agenda 2063, priorities of the NEPAD programme, and the 2030 Agenda for Sustainable Development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened capacity of the African Union to formulate, implement, monitor and evaluate the priorities and programmes of its organs and institutions as well as ensuring that gender is mainstreamed	(i) Increased number of capacity development projects executed with the support of ECA in the context of the formulation, implementation, monitoring and reporting of the priorities and programmes of African Union organs and institutions, taking into account gender dimensions
	(ii) Increased number of African Union organs and pan-African institutions expressing satisfaction with ECA capacity development services
(b) Strengthened capacity of member States, pan-African institutions, regional economic communities and intergovernmental organizations to formulate and implement policies and programmes for the advancement of Africa's structural transformation	Increased number of member States and pan-African institutions provided with ECA capacity development services to formulate, implement, monitor and report policies and programmes in support of the African development priorities and agenda

Strategy

15.44 The responsibility for implementing the subprogramme lies with the Capacity Development Division. The Division will focus on translating ECA research and analytical work into operational activities for capacity development to maximize the impact of ECA interventions as well as ensuring that gender is mainstreamed.

15.45 In this regard, the subprogramme will provide capacity development services to the African Union and its organs through the following: (a) the promotion of system-wide synergies; (b) strategic initiatives; (c) policy dialogue; (d) policy advisory services in the areas of macroeconomic policies, development planning, industrialization and natural resources management; (e) skills development; and (f) knowledge facilitation and management.

15.46 Furthermore, the subprogramme will strengthen the capacity of the African Union and its organs, including the NEPAD Planning and Coordinating Agency, the secretariat of the African Peer Review Mechanism and the regional economic communities, in deepening and advancing the African Union's agenda of continental integration. Taking into account gender issues, the strategy will strengthen the capacities of member States and their organizations in formulating and implementing appropriate policies and programmes on the Sustainable Development Goals and other international and continental goals.

15.47 In implementing the strategy, a focus will be placed on the African development goals, which is a framework that brings together the goals of the first 10-year implementation plan of Agenda 2063 and the 2030 Agenda for Sustainable Development.

15.48 The subprogramme will also provide direct technical support for the NEPAD priority areas, the African Peer Review Mechanism process, the Mechanism secretariat and participating member States in order to foster African ownership and leadership of the African development agenda. In that context, it will scale up its assistance to member States in the implementation of the Mechanism, particularly in building and maintaining credible capacities to support the governance architecture of the African Union. Inter-agency coordination and collaboration among United Nations agencies working in Africa will be coordinated by the subprogramme through the regional coordination meetings of United Nations agencies convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels.

15.49 The subprogramme will also provide technical assistance and other capacity development support in response to specific requests from member States, regional economic communities and other intergovernmental organizations, to enhance technical, human and institutional capacities at the national, subregional and regional levels.

Subprogramme 6
Gender and women in development

Objective of the Organization: To achieve gender equality and women's empowerment in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States and regional economic communities to implement and report on gender equality and women's empowerment as well as address emerging issues that affect women and girls	Increased number of member States and regional economic communities that report the implementation of international and regional commitments on gender equality and the empowerment of women and girls
(b) Strengthened capacity of member States and regional economic communities to mainstream gender into national policies and programmes	Increased number of member States, regional economic communities and institutions that are adopting and implementing gender-responsive strategies, policies and programmes

Strategy

15.50 The strategy for the subprogramme will be to continue strengthening its support for member States, the African Union Commission and regional economic communities in adopting and implementing gender-responsive policies, programmes and strategies to achieve gender equality and the empowerment of women and girls. Given the cross-cutting nature of gender, emphasis will be placed on the adoption and strengthening of sound policies and enforceable legislation, aspirations and initiatives with gender perspectives and special indicators for women. A special focus will be on Sustainable Development Goal 5 of the 2030 Agenda for Sustainable Development and aspiration 6 of Agenda 2063. Technical support will be provided to member States, especially national gender mechanisms, to ensure that national implementation plans for those global and regional commitments are prepared in harmony with the outcome document of the 20-year review of the implementation of the Beijing Declaration and Platform for Action. This will also be informed by the outcomes of the first session of the Committee on Gender and Social Development, held in 2015.

15.51 The subprogramme will further strengthen evidence-based research in the areas of women's economic empowerment, women's rights and social protection in line with the Commission's continent-wide initiative on gender equality and women's empowerment. It will further use existing tools such as the African Gender Development Index and the African gender equality and women's empowerment scorecard. In collaboration with the Commission's African Centre for Statistics, the subprogramme will also develop new tools to support and strengthen the collection and analysis of sex-disaggregated, gender-responsive data and statistics and the monitoring of commitments relating to gender equality and the empowerment of women and girls.

15.52 In addition, the subprogramme will enhance collaboration within ECA to scale up the mainstreaming of gender perspectives into all of the Commission's outputs, including through capacity development interventions and the gender parity marker. Ongoing intradivisional collaboration with subprogramme 9 will be strengthened in line with the Sustainable Development Goals on social inclusion. The subprogramme will continue to work with the African Climate Policy Centre, the African Minerals Development Centre, the African Trade Policy Centre and the Land Policy Initiative to address the gender dimensions of climate change in the extractive sector, trade and land policy, respectively. Collaboration with the Capacity Development Division and the African Institute for Economic Development and Planning will be strengthened in order to deliver country-tailored advisory services and capacity-building to member States and regional economic communities. The subprogramme will work closely with the subregional offices of ECA to ensure that gender dimensions are well reflected in the ECA country profiles.

15.53 To support the implementation of its activities, the subprogramme will continue to enhance its partnerships with the African Union Commission, the African Development Bank and regional economic communities and the United Nations system through the regional consultative mechanisms. It will also strengthen its joint activities with the United Nations Entity for Gender Equality and the Empowerment of Women. It will define a clear partnership strategy to foster and strengthen relationships with civil society, academia and research institutions. In addition, partnerships will be initiated with non-traditional partners such as private sector organizations to harness their potential to support women's economic empowerment. Ongoing relationships with existing development partners will be strengthened, and new and emerging ones will be forged.

Subprogramme 7
Subregional activities for development

Component 1
Subregional activities in North Africa

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in North Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States in the North Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles
	(ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation
(b) Strengthened capacity of member States in the Northern Africa subregion and the Arab Maghreb Union to implement subregional development priorities, with due consideration to gender perspectives	(i) Number of subregional initiatives designed or implemented by member States, the Arab Maghreb Union and other subregional intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives
	(ii) Number of policy dialogues and platforms in support of structural transformation in Northern Africa, with due consideration to gender perspectives

Strategy

15.54 The overall strategy of the component falls under the global and regional agendas involving member States, which will engage commitments with respect to the agreed goals, objectives and action plans. The component will support the following North African countries in conceiving and implementing policies, programmes and projects aimed at achieving the Sustainable Development Goals and Agenda 2063: Algeria, Egypt, Libya, Mauritania, Morocco, the Sudan and Tunisia. The commitments of member States to financing for development, as agreed in the framework of the Addis Ababa Action Agenda of the Third

International Conference on Financing for Development, will also be supported by the programme of work.

15.55 The strategy will focus on providing relevant technical support to member States and regional economic communities in improving their capacities to sustain economic, social and political transformation, with particular focus on regional integration, gender and industrialization.

15.56 The component will continue its capacity development activities on national statistical systems in support of the production of accurate and regular data. The policy recommendations produced will systematically be based on evidence from up-to-date statistics.

15.57 Assistance will be provided to the Arab Maghreb Union in implementing its road map for a more integrated Maghreb, taking into account the new development at the continental level for the implementation of the Continental Free Trade Area. The involvement of North African countries in the implementation process of the Arab Customs Union will also be supported by the component's activities. This includes designing and implementing policies of the integrated zone as well as implementing self-financing mechanisms to support policy design and implementation by the Arab Maghreb Union.

15.58 Special focus will be placed on building and maintaining knowledge and information networks for harnessing best practices and lessons learned elsewhere and within the region and disseminating them to member States and their organizations. Collaboration with the Capacity Development Division will continue in providing technical assistance to regional economic communities and member States on the harmonization of legal frameworks for regional development issues. The Subregional Office for North Africa will work closely with the African Institute for Economic Development and Planning to deliver relevant training workshops to member States.

15.59 The Subregional Office will continue to work in close partnership with United Nations agencies at both the national and regional levels and other development partners in the subregion to enhance the Commission's presence and effectiveness. The subregional coordination mechanism is an adequate platform for continuing to promote cooperation with national institutions and actors aimed at coherent support for the process of regional integration. The Subregional Office will also work closely with other stakeholders such as the private sector, universities and civil society organizations and will strengthen the linkages with the various think tanks in the subregion to develop relations and build networks across the continent, as in the past, through innovative dialogue within the framework of the North Africa Development Forum.

15.60 Quality assurance and evaluation systems will be integrated into the entirety of the programme's work in order to monitor quality and impact and, hence, to adjust the strategy accordingly.

Component 2
Subregional activities in West Africa

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in West Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States in the Western Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles
	(ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation
(b) Strengthened capacity of member States in the Western Africa subregion, the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union to implement subregional development priorities, with due consideration to gender perspectives	(i) Increased number of subregional initiatives designed or implemented by member States, ECOWAS, the West African Economic and Monetary Union and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives
	(ii) Increased number of policy dialogues and platforms in support of structural transformation in Western Africa, with due consideration to gender perspectives

Strategy

15.61 Responsibility for the implementation of the component rests with the ECA Subregional Office for West Africa, which covers 15 countries: Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, the Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, the Niger, Nigeria, Senegal, Sierra Leone and Togo. The component will work in close coordination with other ECA divisions and offices, the Economic and Statistical Observatory of Sub-Saharan Africa and the African Regional Technical Assistance Centre in West Africa. The strategy will focus on the provision of relevant support to member States, regional economic communities and intergovernmental organizations in their quest to report and achieve the goals and targets contained in Agenda 2063 and the 2030 Agenda for Sustainable Development, including the West African integration agenda (the ECOWAS Community Development Programme and the regional economic programme of the West African Economic and Monetary Union), and the Paris Agreement adopted at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

15.62 The component's strategy will promote continued efforts to strengthen the capacities of member States and regional economic communities in statistics and development planning. In this regard, the focus will be placed on: (a) the reinforcement of country and subregional data production and dissemination processes and alignment with international standards and classification; (b) assistance with the deployment of database applications (StatBase and Phoenix) and the development of a central database in regional economic communities and the West African Economic and Monetary Union; (c) the introduction of economic structural transformation dimensions in countries and subregional strategies; and (d) capacity-building in terms of development planning and project monitoring and evaluation tools.

15.63 The component will also undertake data collection missions, policy dialogue and capacity-building initiatives in support of the development and maintenance of the subregional database and the production of country profiles and other publications and outputs of the Subregional Office.

15.64 The component will work with the African Centre for Statistics and other substantive divisions in providing adequate support to member States and regional economic communities in their efforts to improve national statistical systems for evidence-based policy development. Under the component, the Subregional Office will develop and maintain a subregional repository of statistical information to feed the common databank at ECA headquarters and support all analytical and research needs of the Commission.

15.65 The establishment of the Continental Free Trade Area by 2017 and the implementation of the ECOWAS common external tariff, the upcoming ECOWAS-European Union economic partnership agreements and a single ECOWAS currency will call for specific analytical work to support the preparedness and actions of West African countries. Issues related to demographic processes, urbanization, social development, gender equality and the empowerment of women, industrialization and agricultural value chains, as well as political and security risks, will continue to pose challenges for West Africa's development during the biennium. Those issues and challenges will continue to receive the due attention of the subprogramme through its subregional activities component.

15.66 The component will address other emerging issues such as climate change, international migration, and civil registration and vital statistics through the innovative regional development of strategic partnerships and collaboration with member States, knowledge and research institutions and other pertinent development stakeholders, including the private sector and civil society organizations. The strategy will focus on the conduct of country civil registration and vital statistics assessments as well as the implementation of action plans to improve civil registration and vital statistics systems in accordance with the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics.

15.67 While strengthening its relationship with ECOWAS, the West African Economic and Monetary Union and the Mano River Union, the Subregional Office will continue to work closely with other United Nations agencies and programmes in the framework of a reinforced subregional coordination mechanism.

Component 3
Subregional activities in Central Africa

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in Central Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States in the Central Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles
	(ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation
(b) Strengthened capacity of member States in the Central Africa subregion, the Central African Economic and Monetary Community and the Economic Community of Central African States to implement subregional development priorities, with due consideration to gender perspectives	(i) Increased number of subregional initiatives designed or implemented by member States, the Central African Economic and Monetary Community, the Economic Community of Central African States and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives
	(ii) Increased number of policy and dialogue platforms in support of structural transformation in Central Africa, with due consideration to gender perspectives

Strategy

15.68 Responsibility for the implementation of the component rests with the Subregional Office for Central Africa, which covers the following seven countries: Cameroon, the Central African Republic, Chad, the Congo, Equatorial Guinea, Gabon and Sao Tome and Principe. The office will implement its programme of work in close cooperation with the Economic and Statistical Observatory of Sub-Saharan Africa and various divisions of ECA. The implementation strategy will focus on providing advisory services to member States and implementing joint activities with a view to improving their statistical systems and increasing the availability and quality of data. In this regard, the component will work in close collaboration with national statistical agencies to collect a wide range of statistics, including data on the monitoring of internationally agreed development goals, censuses, surveys and economic classification and development indicators. With the assistance of the African Centre for Statistics, the component, using modern technologies and its technical skills, will assist member States in collecting, processing and using quality, comparable and harmonized statistics. In addition, it will focus on providing support to member States and regional economic communities in mainstreaming regional and international initiatives such as the 2030 Agenda for Sustainable Development and the first 10-year implementation plan of Agenda 2063 into their development strategies with a gender perspective.

15.69 Through the production of country profiles, the component will provide member States with policy advice in support of their development agendas, with a focus on structural transformation. The country profiles will include research, analysis, forecasts, indicators and trends with respect to a variety of statistics on output, trade, governance, mining, agriculture, macroeconomics, monetary and financial variables, remittances and other key socioeconomic variables. Opportunities for structural transformation will be identified, and appropriate recommendations will be provided accordingly.

15.70 The component will reflect the priorities defined by the regional economic communities in their efforts to advance post-conflict recovery, regional integration and economic, social and environmental development. Specifically, it will assist regional economic communities and member States in mainstreaming regional and international initiatives such as the 2030 Agenda for Sustainable Development and the first 10-year implementation plan of Agenda 2063 into their development strategies. In addition to the national statistics offices, partnerships will be strengthened with other United Nations agencies, through participation in the activities of the United Nations country teams and the subregional coordination mechanism, and with the African Development Bank, the Bank of Central African States and the Central African States Development Bank, through joint activities such as the implementation of the Consensual Transport Master Plan for Central Africa and support for the Steering Committee for the Harmonization of Regional Economic Communities in Central Africa.

Component 4
Subregional activities in East Africa

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in East Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States in the East Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles (ii) Number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation

(b) Strengthened capacity of member States in the East Africa subregion, the East African Community, the Intergovernmental Authority on Development and the Economic Community of the Great Lakes Countries, to implement subregional development priorities, with due consideration to gender perspectives	(i) Number of subregional initiatives designed or implemented by member States, the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes Countries and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives
	(ii) Number of policy dialogues and platforms in support of structural transformation in East Africa, with due consideration to gender perspectives

Strategy

15.71 The responsibility for implementing the component lies with the Subregional Office for East Africa, which serves the following 14 countries: Burundi, Comoros, the Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Seychelles, Somalia, South Sudan, Uganda and the United Republic of Tanzania. The Subregional Office also covers the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes Countries, the Indian Ocean Commission and the International Conference on the Great Lakes Region.

15.72 To achieve the objective and expected accomplishments, the component will focus on producing country profiles and subregional initiatives. The country profiles will evaluate the state of structural transformation in the subregion and identify issues that require further analysis and support from the Commission. Subregional initiatives and advisory services as well as tailored capacity-building interventions will be the vehicles through which the needs of member States and regional economic communities for assistance will be addressed. The diagnosis process will include dedicated high-level policy dialogues at both the national and subregional levels.

15.73 The subregional coordination mechanism for East and Southern Africa will offer an ideal platform for the fostering of system-wide coherence in the provision of support to member States and regional organizations in the subregion. Identified flagship programmes (e.g., the blue economy, the Tripartite Free Trade Agreement and the mainstreaming of intelligent transport systems into corridor infrastructure) will support the national and subregional implementation of Agenda 2063, the 2030 Agenda for Sustainable Development and the Paris Agreement adopted at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

15.74 In line with the Commission's new business model and its knowledge management strategy, the work of the Subregional Office will be carried out in close collaboration with think tanks, universities and other stakeholders in knowledge generation and delivery with a view to maximizing the influence and impact of ECA work at the national and subregional levels. Interaction with the African Research Collaboration Facility will be favoured.

15.75 Gender dimensions will be mainstreamed into all relevant work, and sex-disaggregated data will be used.

Component 5
Subregional activities in Southern Africa

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in Southern Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States in the Southern Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles
	(ii) Number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation
(b) Strengthened capacity of member States in the Southern Africa subregion, the Common Market for Eastern and Southern Africa (COMESA) and the Southern African Development Community (SADC) to implement subregional development priorities with due consideration to gender perspectives	(i) Number of subregional initiatives designed or implemented by member States, COMESA, SADC and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives
	(ii) Number of policy dialogues and platforms in support of structural transformation in Southern Africa, with due consideration to gender perspectives

Strategy

15.76 The Subregional Office for Southern Africa, based in Lusaka, is responsible for the implementation of the component. The office covers the following 11 member States: Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. To enhance the capacity of member States and regional economic communities to produce and disseminate quality, timely and gender-disaggregated statistics, the Subregional Office will work closely with the African Centre for Statistics in providing technical support to national statistical offices in implementing modern methodologies and tools to improve their statistical operations and facilitate data capture. In pursuit of the goal of becoming the "data centre of excellence" in Southern Africa, the component will seek to prioritize the continuous collection of timely, quality and gender-disaggregated data for the maintenance of a statistical database for Southern Africa that will continuously feed into the ECA common databank to support policy research work. In addition to national statistical offices, the Subregional Office will further strengthen its ties and collaboration with regional economic communities in an effort to explore other areas of statistical cooperation reflecting subregional priorities, including the need for comparable and harmonized statistics in Southern Africa to enhance regional integration. Furthermore, the Subregional Office will continue to prepare and update country profiles as an ECA flagship recurrent publication aimed at providing economic and social data, institutional and policy information and forecasts, along with policy and risk analysis, to serve a variety of clients, including member States, domestic and international investors and civil society as well as policy and decision makers in Southern Africa and beyond. In this regard, the Subregional Office will closely interface with other ECA divisions responsible for forecasting and producing indices that are key elements in the production of country profiles (i.e., the African Social Development Index, the African Gender and Development Index and the African Regional Integration Index).

15.77 The component will convene expert group meetings and policy dialogues and provide technical support and advisory services to member States, COMESA, SADC and other intergovernmental organizations and key stakeholders aimed at enhancing their capacity to design and implement key priority subregionally agreed initiatives and also engage with respect to strategic development and emerging issues relevant to the economic transformation of the subregion. This will include supporting programmes and interventions carried out under the subregional initiatives cluster, such as undertaking analytical work geared towards supporting the implementation of the social and economic development priorities of regional economic communities in the context of the subregional coordination mechanism, functional support for the work of United Nations country teams, member States and other key stakeholders and the achievement of regionally and internationally agreed development goals, including Agenda 2063. The Subregional Office will utilize forums such as sessions of the Intergovernmental Committee of Experts, policy dialogues and special events as platforms for raising awareness of and promoting these regional and global development commitments among member States, regional economic communities and intergovernmental organizations. In addition, the Subregional Office will engage Governments, regional economic communities, intergovernmental organizations and other key stakeholders (including civil society and the private sector) in ensuring that national and regional development plans, priorities, agendas and initiatives are aligned with the goals of Agenda 2063 and the 2030 Agenda for Sustainable Development.

15.78 To enhance the effectiveness and impact of ECA interventions and activities in the subregion, the Subregional Office will further strengthen existing partnerships and forge new ones with United Nations agencies, development partners, civil society, the private sector, universities, research organizations and think tanks operating in Southern Africa. An important element of the strategy is the focus on building and maintaining knowledge and information networks to harness information and disseminate it to member States, regional economic communities and intergovernmental organizations. In this regard, the Subregional Office will continue to build and maintain an active presence in knowledge networks, such as the ECA knowledge4africa platform, as a strategy for disseminating knowledge to the wider policy audience. The Subregional Office will also continue to pursue close links with the thematic workspaces of key communities of practice as an effective way of engaging with partner institutions and policy experts for continuous learning and sharing of best practices.

Subprogramme 8
Development planning and administration

Objective of the Organization: To improve public sector management and development planning in support of member States' structural transformation

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States for better development planning, including long-term visioning, sectoral policy design and planning, urban and regional planning	(i) Increased number of member States adopting and applying appropriate planning approaches, policies, and tools for the attainment of their strategic goals and objectives as a result of guidelines and recommendations emanating from the interventions of the African Institute for Economic Development and Planning
	(ii) Increased number of participants who have responded to surveys acknowledging that they have significantly benefited from the training at the African Institute for Economic Development and Planning in development planning, public administration and results-based management
(b) Strengthened capacity of member States to develop and adopt better approaches to economic policy formulation, management, monitoring and evaluation	(i) Increased number of member States adopting new or better tools and approaches to economic policy formulation and management as a result of the recommendations of the Division
	(ii) Increased number of participants acknowledging that they have benefited from the training activities at the African Institute for Economic Development and Planning aimed at improving their work in economic policy formulation, implementation and evaluation, with a strong focus on gender

Strategy

15.79 The African Institute for Economic Development and Planning, a subsidiary and training arm of ECA based in Dakar, is responsible for the implementation of the subprogramme. In the context of Africa's structural transformation agenda anchored by key development frameworks such as Agenda 2063, the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, which member States are integrating into their development plans, the Institute's role in strengthening institutional and human capacities in African countries towards an accelerated continental transformation retains its importance and relevance and sets the tone for its direction. Strategically, the Institute seeks to contribute to the expansion of the capacity of African countries to autonomously deploy development planning tools to achieve their core goal of the structural transformation of their economies and societies.

15.80 To this end, the Institute will continue to invest heavily in the expansion of its capacity development, advisory and policy dialogue programmes and activities targeted at the mid-career and senior officials of African Governments, with special attention to the next generation of younger professionals and female officials. It will also pay close attention to the emerging demands of member States and, in particular, the priorities set out in the key development frameworks mentioned above, which are guiding development in Africa for the medium and long terms. The Institute's activities during the biennium will include comprehensive training and technical cooperation services for Governments and other relevant stakeholders, applied pedagogical research and the development of knowledge networks among stakeholders, particularly those relating to public sector performance in the region. The Institute will continue in its quest to become the premier African training centre in the areas of planning and public management through the generation and deployment of new initiatives addressing specific needs of member States.

15.81 In order to bridge the gap between policy research and knowledge delivery, the African Institute for Economic Development and Planning will interface closely with the divisions and subregional offices of ECA and other relevant agencies of the United Nations system. It will continue to expand its global partnerships, including collaboration with African universities and think tanks, with a view to enhancing its capacity to deliver decentralized courses and master's degree programmes across Africa. Furthermore, online/e-learning opportunities will be provided to officials of member States in order to enhance programme scale, reach, presence and impact, as well as promote a culture of continuous learning and retooling. Opportunities for tailor-made capacity renewal/enhancement interventions will be explored, and efforts will be made to build interfaces between public sector managers and leaders and relevant actors from private sector and civil society organizations. In all its offerings, the Institute will ensure that it reaches more female officials through wider dissemination of its annual programme of training events, strongly encouraging member States to designate female officials to participate in those events, as well as encouraging positive discrimination where necessary.

Subprogramme 9
Social development policy

Objective of the Organization: To achieve inclusive and equitable sustainable human and social development for transformation in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States to mainstream employment, social protection and nutrition security into national policies and strategies	Increased number of member States and regional economic communities implementing new policies, approaches and tools for employment promotion, nutrition security and social protection, with increased focus on gender in the attainment of their strategic goals and objectives
(b) Enhanced capacity of member States to develop, implement and monitor population and youth policies, including migration, ageing and disability	Increased number of member States and regional economic communities utilizing ECA policy recommendations and tools to integrate population, ageing, migration, disability, youth development and other population-related issues into their national development policies and programmes, with a focus on gender equality
(c) Enhanced capacity of member States to design, implement and monitor urbanization policies, programmes and strategies	Increased number of member States applying knowledge and information generated by ECA to design, implement and monitor urbanization policies in support of national development planning, with a focus on gender equality

Strategy

15.82 A strategic focus of the subprogramme will be placed on supporting and accelerating the achievement of the global vision for sustainable development as set out in the 2030 Agenda for Sustainable Development, Agenda 2063 and its first 10-year implementation plan, and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development.

15.83 A core objective of the subprogramme will be to support the design and implementation of appropriate national and subregional policies, programmes and strategies to promote social development for inclusive and equitable growth and transformation. More specifically, the subprogramme will generate knowledge, tools and approaches to enhance the capacity of member States to develop, implement and monitor policies on employment and social protection, with particular emphasis on gender, youth, population and urbanization. In doing so, the subprogramme will establish and strengthen partnerships, synergies and collaboration within ECA and with relevant United Nations agencies, funds and programmes, international organizations, regional economic communities, think tanks, academic institutions, civil society and the private sector.

15.84 The subprogramme will also focus on issues related to youth development and population dynamics, strategically guided by regional and global commitments, including the Programme of Action of the International Conference on Population and Development; the Convention on the Rights of Persons with Disabilities; the Madrid International Plan of Action on Ageing, 2002; and the World Programme of Action for Youth to the Year 2000 and Beyond. Policy research, the documentation of best practices and knowledge-sharing will be undertaken to support member States in designing, implementing and reviewing policies and strategies. The Commission's convening role, particularly with regard to promoting regional cooperation and consensus-building with regard to accelerating the implementation of international and regional commitments relating to population, youth, migration and development and the social integration of vulnerable groups, will be emphasized.

15.85 As an important element of the Division's strategy to reduce poverty and promote inclusive growth on the continent, research and analytical work based on empirical data will support the design of appropriate national and subregional policies regarding employment, with particular reference to youth, nutrition security and adequate social protection and investment. Furthermore, the subprogramme will develop monitoring tools to support informed policy decisions with respect to inclusion by member States. This will be complemented by a strategic focus on inequality in all its facets and its link to inclusive and sustainable growth, and further support member States and economic communities on the continent in implementing the related goals, targets and indicators.

15.86 The subprogramme will focus on strengthening the capacity of member States to mainstream urbanization into their national development planning as a transversal megatrend with implications across the various elements of structural transformation. To that end, it will develop evidence, knowledge and consensus on the role of urbanization as a driver of inclusive growth and transformation. This includes the development of policy knowledge, tools and guidelines to analyse the role of sustainable urbanization in national and regional growth and transformation, mainstream it into national development planning and ensure its accurate monitoring through robust data and statistics. This work will take into account the new global urban agenda expected to emerge during the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in 2016. The subprogramme will also focus on strengthening urbanization for informed decision-making and improved planning, working with national statistical bodies. In particular, it will support member States in implementing and monitoring Sustainable Development Goal 11 of the 2030 Agenda for Sustainable Development and its related targets and indicators.

Legislative mandates

57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit

57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
58/220	Economic and technical cooperation among developing countries
58/269	Strengthening of the United Nations: an agenda for further change
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
60/1	2005 World Summit Outcome
61/7	Cooperation between the United Nations and the International Organization of la Francophonie
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa
63/310	Cooperation between the United Nations and the African Union
64/215	Legal empowerment of the poor and eradication of poverty
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
64/237	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption
65/175	Industrial development cooperation
65/214	Human rights and extreme poverty
65/240	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of the follow-up to the Durban Declaration and Programme of Action
65/278	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
65/280	Programme of Action for the Least Developed Countries for the Decade 2011-2020
66/130	Women and political participation

66/137	United Nations Declaration on Human Rights Education and Training
66/214	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
66/224	People's empowerment and development
66/286	New Partnership for Africa's Development: progress in implementation and international support
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/145	Strengthening collaboration on child protection within the United Nations system
68/208	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea
68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
69/232	Specific actions related to the particular needs and problems of landlocked developing countries: follow-up to the second United Nations Conference on Landlocked Developing Countries
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/153	Enhancement of international cooperation in the field of human rights
70/155	The right to development
70/159	Globalization and its impact on the full enjoyment of all human rights
70/184	Information and communications technologies for development
70/187	International trade and development
70/192	Follow-up to the International Conference on Financing for Development
70/198	Agricultural technology for sustainable development

70/201	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
70/211	Role of the United Nations in promoting development in the context of globalization and interdependence
70/215	Development cooperation with middle-income countries
70/216	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
70/218	Second United Nations Decade for the Eradication of Poverty (2008-2017)
70/219	Women in development
70/222	South-South cooperation
70/224	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners

Economic and Social Council resolutions

2015/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2015/35	Programme of Action for the Least Developed Countries for the Decade 2011-2020

Economic Commission for Africa resolutions

928 (XLVIII)	Implementing Agenda 2063: planning, mobilizing and financing for development
929 (XLVIII)	Third International Conference on Financing for Development

Subprogramme 1
Macroeconomic policy

General Assembly resolutions

48/180	Entrepreneurship and privatization for economic growth and sustainable development
51/191	United Nations Declaration against Corruption and Bribery in International Commercial Transactions
54/128	Action against corruption
54/197	Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries

58/4	United Nations Convention against Corruption
60/34	Public administration and development
64/116	The rule of law at the national and international levels
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
65/75	Preventing and combating illicit brokering activities
65/94	The United Nations in global governance
65/123	Cooperation between the United Nations, national parliaments and the Inter-Parliamentary Union
65/146	Innovative mechanisms of financing for development
65/169	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the sources of origin, consistent with the United Nations Convention against Corruption
65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries
65/313	Follow-up to the Conference on the World Financial and Economic Crisis and its Impact on Development
65/314	Modalities for the fifth High-level Dialogue on Financing for Development
66/209	Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions
66/213	Fourth United Nations Conference on the Least Developed Countries
70/188	International financial system and development
70/190	External debt sustainability and development

Economic and Social Council resolutions

2004/64	International Conference on Financing for Development
2005/3	Public administration and development
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all
2007/30	Follow-up to the International Conference on Financing for Development

2009/25	Improving the collection, reporting and analysis of data to enhance knowledge on trends in specific areas of crime

Economic Commission for Africa resolutions

848 (XL)	Financing for development
862 (XLII)	Enhancing domestic resource mobilization
865 (XLII)	Global financial and economic crisis
876 (XLIII)	Establishment of African financial institutions
879 (XLIV)	Governing development in Africa: the role of the State in economic transformation
886 (XLIV)	Illicit financial flows
896 (XLV)	Illicit financial flows from Africa
935 (XLVIII)	Least developed Countries in Africa

Subprogramme 2
Regional integration and trade

General Assembly resolutions

64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
64/255	Improving global road safety
65/151	International Year of Sustainable Energy for All
65/154	International Year of Water Cooperation, 2013
66/195	Agricultural technology for development
66/206	Promotion of new and renewable sources of energy
70/115	Report of the United Nations Commission on International Trade Law on the work of its forty-eighth session
70/191	Commodities
70/204	International Strategy for Disaster Reduction
70/223	Agriculture development, food security and nutrition

Economic and Social Council resolutions

2011/12	Europe-Africa fixed link through the Strait of Gibraltar
2015/3	Social dimensions of the New Partnership for Africa's Development

Economic Commission for Africa resolutions

819 (XXXI)	Promotion of energy resources development and utilization in Africa
847 (XL)	Aid for trade
867 (XLIII)	Assessment of progress on regional integration in Africa
877 (XLIII)	Towards realizing a food-secure Africa
907 (XLVI)	Industrialization for an emerging Africa
913 (XLVII)	Role of renewable energy in Africa's industrialization and economic transformation
914 (XLVII)	African regional integration index
921 (XLVII)	Agricultural transformation for an industrialized Africa
922 (XLVII)	Industrialization for inclusive and transformative development in Africa
934 (XLVIII)	Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024

Subprogramme 3
Innovations, technologies and management of Africa's natural resources

General Assembly resolutions

62/8	Overview of United Nations activities relating to climate change
64/201	United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
64/206	Promotion of new and renewable sources of energy
64/211	Creation of a global culture of cybersecurity and taking stock of national efforts to protect critical information infrastructures
65/41	Development in the field of information and telecommunications in the context of international security
65/158	International cooperation to reduce the impact of the El Niño phenomenon
69/288	Comprehensive review of United Nations system support for small island developing States

70/202	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
70/205	Protection of global climate for present and future generations of humankind
70/206	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
70/213	Science, technology and innovation for development

Economic and Social Council resolutions

2015/26	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2015/27	Science, technology and innovation for development

Economic Commission for Africa resolutions

758 (XXVIII)	The role of cartography, remote sensing and geographic information systems in sustainable development
766 (XXVIII)	Strengthening development information systems for regional cooperation and integration in Africa
789 (XXIX)	Strengthening information systems for Africa's recovery and sustainable development
795 (XXX)	Building Africa's information highway
800 (XXX)	Strategy and Action Plan for Water Resources Assessment, Development and Management in Africa
812 (XXXI)	Implementation of the African Information Society Initiative
817 (XXXI)	African Regional Conference on Science and Technology
818 (XXXI)	Promotion of mineral resources development and utilization in Africa
884 (XLIV)	Climate change and sustainable development in Africa
887 (XLIV)	Enhancing science and technology for development in Africa
919 (XLVII)	Green economy and structural transformation in Africa
930 (XLVIII)	African Regional Forum on Sustainable Development

Subprogramme 4
Statistics

Economic and Social Council resolutions

2013/21	Fundamental Principles of Official Statistics
2015/10	2020 World Population and Housing Census Programme

Economic Commission for Africa resolutions

882 (XLIV)	Implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa
911 (XLVI)	Statistics and statistical development
931 (XLVIII)	Data revolution and statistical development

Subprogramme 5
Capacity development

General Assembly resolutions

66/286	New Partnership for Africa's Development: progress in implementation and international support

Economic and Social Council resolutions

2013/26	Social dimensions of the New Partnership for Africa's Development

Economic Commission for Africa resolutions

822 (XXXI)	Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities

Subprogramme 6
Gender and women in development

General Assembly resolutions

59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"
59/248	World Survey on the role of women in development
65/187	Intensification of efforts to eliminate all forms of violence against women
65/189	International Widows' Day

65/190	Trafficking in women and girls
66/130	Women and political participation
70/130	Violence against women migrant workers
70/131	Convention on the Elimination of All Forms of Discrimination against Women
70/132	Improvement of the situation of women and girls in rural areas
70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
70/138	The girl child
70/176	Taking action against gender-related killing of women and girls

Economic and Social Council resolutions

1998/12	Conclusions of the Commission on the Status of Women on critical areas of concern identified in the Platform for Action of the Fourth World Conference on Women
2003/44	Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system
2009/13	Future operation of the International Research and Training Institute for the Advancement of Women
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2015/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Subprogramme 7
Subregional activities for development

General Assembly resolutions

61/51	Cooperation between the United Nations and the Southern African Development Community
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa

Economic and Social Council resolutions

2011/7	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2011/43	Support to the Republic of South Sudan

Economic Commission for Africa resolutions

828 (XXXII)	The Multinational Programming and Operational Centres: Strengthening the Economic Commission for Africa's subregional presence
830 (MFC 1 A)	Reform of the regional commissions: relationships between the Economic Commission for Africa, United Nations agencies and the regional and subregional organizations in Africa (resolution adopted by the Ministerial Follow-up Committee at its first meeting)
874 (XLIII)	Strengthening the subregional offices of the United Nations Economic Commission for Africa
849 (XL)	Statistics and statistical capacity-building in Africa

Subprogramme 8
Development planning and administration

Economic and Social Council resolutions

2011/13	African Institute for Economic Development and Planning

Economic Commission for Africa resolutions

799 (XXX)	Promoting human development in Africa
851 (XL)	African Institute for Economic Development and Planning
875 (XLIII)	Repositioning of the African Institute for Economic Development and Planning
908 (XLVI)	Refocusing and recalibrating the Economic Commission for Africa to support Africa's structural transformation

Subprogramme 9
Social development policy

General Assembly resolutions

64/134	Proclamation of 2010 as the International Year of Youth: Dialogue and Mutual Understanding
65/170	International migration and development
65/234	Follow-up to the International Conference on Population and Development beyond 2014
65/267	Organization of the High-level Meeting on Youth
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
66/124	High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities
68/134	Follow-up to the Second World Assembly on Ageing
68/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
70/127	Policies and programmes involving youth
70/128	Cooperatives in social development
70/147	Protection of migrants
70/210	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
S-24/2	Further initiatives for social development

Economic and Social Council resolutions

2001/42	Global campaign for poverty eradication
2004/48	Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development
2007/27	Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond

2015/3	Social dimensions of the New Partnership for Africa's Development

Economic Commission for Africa resolutions

748 (XXVIII)	Population, family and sustainable development
909 (XLVI)	Realizing and harnessing the demographic dividend in Africa

Programme 16

Economic and social development in Asia and the Pacific

Overall orientation

16.1 The overall objective of the programme is to facilitate concerted action among countries of Asia and the Pacific for a balanced integration of the economic, social and environmental dimensions of sustainable development, in line with internationally agreed development goals, in particular those contained in the 2030 Agenda for Sustainable Development. The focus of the programme for the biennium 2018-2019 will be on supporting the implementation of the Sustainable Development Goals by member States across the region and leveraging their means of implementation. In addition, among other things, the programme will focus on issues related to regional economic cooperation and integration.

16.2 The mandate for the programme is derived from Economic and Social Council resolution 37 (IV), by which the Council established the Economic and Social Commission for Asia and the Pacific. This mandate has been further elaborated in a number of resolutions of the General Assembly and the Economic and Social Council, as well as the Commission itself, particularly Commission resolution 71/1, which was endorsed by the Economic and Social Council in its resolution 2015/30. The strategic direction for the programme is also derived from the outcomes and decisions of recent major global conferences and summits, as well as international agreements, including the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020, the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024 and the SIDS Accelerated Modalities of Action (SAMOA) Pathway.

16.3 Home to nearly two-thirds of the world's population, the Asian and Pacific region is a hub for international trade, investment and technology and significantly contributes to the global economy. Building on these foundations, Asia and the Pacific led the world in its drive to attain the Millennium Development Goals, as evidenced by a dramatic drop in poverty, and made impressive advances, even in areas for which targets were not achieved. The most rapid progress was often registered in countries that started furthest behind.

16.4 Nevertheless, persistent challenges need to be addressed in the context of the 2030 Agenda for Sustainable Development, in particular in the least developed countries, landlocked developing countries and small island developing States. Despite much progress, most of the world's poor and hungry still reside in the region, most of them in the least developed countries and many in developing countries with higher per capita incomes. As benefits from economic growth continue to be distributed unevenly, inequality in income and opportunities, as well as between and within countries, continues to present a key challenge. Many workers remain vulnerable, and economic insecurity has heightened owing to limited social protection in much of the region. In addition, the transition from education to employment is one of the main obstacles facing youth, especially those from South and South-West Asia, South-East Asia and the Pacific. As a consequence, 11 per cent of the 717 million young people aged 15 to 24 currently living in the region are unemployed.

16.5 Current economic growth strategies and evolving patterns of production and consumption have led to an increase in inequality between people and localities, unplanned urbanization and environmental degradation. In addition, the Asian and Pacific region continues to be the most prone to disasters, including those resulting from climate change, with the effects of disasters, including dust and sandstorms resulting from desertification, knowing no boundaries.

16.6 Rapid demographic changes present additional challenges and opportunities, as some countries have to deal with higher proportions of older persons and higher dependency ratios, while other countries address issues related to a large youth population. The region is also far from achieving gender equality. Owing to challenges presented by prevailing social norms and legal frameworks, women are less likely than men to fully participate in society, own assets or participate in paid employment. Women provide a disproportionate share of unpaid domestic work. Gender-based violence continues to prevail throughout the region.

16.7 In order to meet the above-mentioned challenges and to be fit for the 2030 Agenda for Sustainable Development, the Commission has repositioned itself (see Economic and Social Council resolution 2015/30). Its nine complementary and interconnected subprogrammes reflect the priorities of member States in relation to specific aspects of the Sustainable Development Goals. While leveraging its expertise in these specific thematic areas, ESCAP will ensure that its subprogrammes are delivered in an integrated and multidisciplinary manner, as outlined in the 2030 Agenda for Sustainable Development. As the region's most inclusive intergovernmental platform, ESCAP will continue to facilitate the collective policy leadership and cooperation to forge consensus on norms, agreements and evidence-based policies supporting integrated, inclusive and sustainable development and addressing shared challenges. It will continue to undertake research and analysis to support member States in policymaking on critical and emerging issues. ESCAP will also continue to be a regional hub and platform for knowledge and capacity development, including through its six regional institutions. Its subregional offices (under subprogramme 8) will support the other subprogrammes in contributing towards norm-setting at the regional level; fostering knowledge-sharing, networking and cooperation between member States; monitoring the implementation of the Sustainable Development Goals; contributing to the development of the analytical work of ESCAP to ensure greater depth and coverage of subregional dimensions; and leveraging the analytical and normative work of the Commission and supporting its integration in policies and strategies.

16.8 ESCAP, as a regional entity, will continue to play a pivotal role in bridging the national and the global discussions and actions related to the 2030 Agenda for Sustainable Development. Specifically, ESCAP will facilitate, at the regional and subregional levels, the implementation, follow-up and review of the progress in meeting the Sustainable Development Goals through relevant platforms, taking into account different national realities, capacities and levels of development, and respecting national policy space and priorities. It will support member States in the development of data and statistics and promote regional coordination in measuring progress. It will also support member States in the development of capacity to leverage the means of implementation, including through more effective promotion of science, technology and innovation and greater regional economic cooperation and integration, including in financing for development and in promoting intraregional trade.

16.9 In its work on regional economic cooperation and integration, ESCAP will also focus on promoting greater regional connectivity in energy, land and maritime transport and in information and communications technologies. It is expected that regional integration, as fostered by ESCAP, will result in high-quality, sustainable growth through enhanced productivity, competitiveness, market integration, financial cooperation and job generation, and will support less carbon-intensive approaches, more renewable energy and seamless cross-border connectivity.

16.10 Consistent with its mandates and comparative advantages, ESCAP will also endeavour to reduce inequality, with specific attention paid to the least developed countries, landlocked developing countries and small island developing States in implementing their respective programmes of action; promote the realization of rights and empowerment of women, and enhance the social inclusion and rights of persons with disabilities, migrants, older persons and other vulnerable and marginalized groups; promote sustainable management of natural resources, climate change adaptation and mitigation, and resilience to disasters and shocks; and develop and strengthen institutional mechanisms for regional cooperation between member States.

16.11 In order to achieve the above, the Commission will promote intraregional and interregional cooperation and coherence through coordinated actions with other subregional, regional and international organizations, with civil society organizations, the private sector and academia. ESCAP will, in particular, continue to act as a champion of the United Nations "Delivering as One" initiative at the regional level through its leadership of the Asia-Pacific Regional Coordination Mechanism and in all interactions with United Nations entities. Efforts will also aim at institutionalizing and harnessing South-South cooperation, triangular cooperation and regional partnerships, as well as supporting a regional public-private sector dialogue on the role and needs of business in achieving inclusive, resilient and sustainable development. In concert with the other regional commissions, ESCAP will also continue to promote interregional cooperation for inclusive and sustainable development and ensure that regional perspectives effectively influence global policy processes.

Subprogramme 1
Macroeconomic policy, poverty reduction and financing for development

Objective of the Organization: To foster forward-looking macroeconomic policymaking and financing for sustainable development in Asia and the Pacific, with particular attention to least developed countries, landlocked developing countries and small island developing States

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced national evidence-based macroeconomic and development policies that promote sustainable, inclusive and sustained economic growth and include gender perspectives	Increased number of policy documents, declarations and statements of member States showing an alignment with ESCAP-promoted macroeconomic and development policy options that promote sustainable, inclusive and sustained economic growth and include gender perspectives
(b) Improved capacity of member States, particularly least developed countries, landlocked developing countries and small island developing States, to implement policies in support of internationally agreed development goals	Increased percentage of surveyed participants in ESCAP initiatives reporting increased skills to implement policies for achieving internationally agreed development goals
(c) Strengthened frameworks for financing sustainable development, including through greater regional financial cooperation	Increased number of member States and other stakeholders adopting ESCAP recommendations on financing sustainable development

Strategy

16.12 The substantive responsibility for the subprogramme is vested in the Macroeconomic Policy and Financing for Development Division. The strategic direction of this subprogramme is provided by the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020, the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024 and the SIDS Accelerated Modalities of Action (SAMOA) Pathway, the outcome documents of the Ministerial Conferences on Regional Economic Cooperation and Integration in Asia and the Pacific (see E/ESCAP/MCREI/5), as well as resolutions listed below under legislative mandates. In particular, the subprogramme will support member States in achieving Sustainable Development Goals 1 (End poverty in all its forms), 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) and 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).

16.13 Forward-looking macroeconomic policies are essential to ensure economic and financial stability and to support growth and sustainable development, while the availability of adequate, stable and long-term financing is one of the critical ingredients for the implementation of the 2030 Agenda for Sustainable Development. Identification of pertinent policies requires extensive review and analysis of existing economic conditions, emerging risks and challenges, as well as a better understanding of the associated trade-offs involved, with an emphasis on strengthening capacities to formulate and implement these policies for a resilient Asian and Pacific region.

16.14 To achieve its objective, the subprogramme will carry out a combination of analytical and capacity-building work, with a particular view to enhancing the policy environment for the development of policies that promote sustainable, inclusive and sustained economic growth and increase financing for sustainable development.

16.15 By providing substantive input to evidence-based policymaking through technical training to support the implementation of effective policies and by providing a platform for knowledge-sharing, the subprogramme will:

(a) Monitor macroeconomic trends and emerging risks and challenges with a view to making relevant policy suggestions;

(b) Analyse prospects towards poverty reduction and inclusive development and make relevant policy suggestions;

(c) Take stock of fiscal, monetary and structural policy developments in the region, identify cross-cutting issues and share best practices;

(d) Identify options for financing sustainable development, with particular focus on domestic resource mobilization;

(e) Enhance regional financial cooperation;

(f) Promote capacity development for the implementation of the 2030 Agenda for Sustainable Development;

(g) Assist the least developed countries, landlocked developing countries and small island developing States in the implementation of the relevant programmes of action;

(h) Strengthen regional and South-South cooperation through policy dialogues and advocacy to address medium- to long-term challenges and to close development gaps;

(i) Assist countries in diversifying their economies to make their development more sustainable.

16.16 Special emphasis will be placed on enhancing regional economic cooperation and integration, with a particular focus on strengthening the financing of sustainable development and on sharing good experiences and best practices. Due attention will be given to redressing gender inequalities and fostering a coordinated regional voice on development issues and challenges. In order to achieve this, ESCAP will collaborate with relevant United Nations agencies, funds and programmes (including through the Asia-Pacific Regional Coordination Mechanism), international, regional and subregional organizations, public-private partnerships, community-based organizations, research institutes, associations and other civil society organizations.

Subprogramme 2
Trade, investment and innovation

Objective of the Organization: To strengthen trade, investment, enterprise development, science, technology and innovation for sustainable development in Asia and the Pacific

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced national evidence-based policies on trade, investment, enterprise development, science, technology and innovation for sustainable development	Increased number of policy documents, declarations and statements by member States showing an alignment with ESCAP-promoted policy options on trade, investment, enterprise development, science, technology and innovation
(b) Broadened and deepened capacity of member States to advance trade, investment, enterprise development, science, technology and innovation that support sustainable development and include gender perspectives	Increased percentage of surveyed participants indicating they have increased their skills to advance trade, investment, enterprise development, science, technology and innovation, including gender perspectives, through the initiatives of ESCAP, including the Asian and Pacific Centre for Transfer of Technology
(c) Strengthened regional engagement to advance trade, investment, enterprise development, science, technology and innovation for sustainable development	Increased number of stakeholders participating in ESCAP-facilitated regional engagement mechanisms on trade, investment, enterprise development, science, technology and innovation

Strategy

16.17 The substantive responsibility for the subprogramme is vested in the Trade, Investment and Innovation Division, with support from the Asian and Pacific Centre for Transfer of Technology as its main capacity-development arm in technology. The strategic direction of the subprogramme is derived mainly from the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Istanbul Programme of Action, the Vienna Programme of Action and the Samoa Pathway, as well as resolutions listed below under legislative mandates. In particular, the subprogramme will support member States in achieving the trade- and investment-related aspects of Sustainable Development Goals 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) and 10 (Reduce inequality within and among countries) by covering the aspects of enhanced representation and voice of developing countries in decision-making in global international economic institutions and implementation of the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with agreed World Trade Organization rules and principles for aid for trade. The subprogramme will also support member States in achieving the trade-, investment- and innovation-related aspects of Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development), as well as the innovation-related aspects of Goals 8 and 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation).

16.18 The subprogramme will be implemented through a combination of analytical and capacity-building work, with a particular view to enhancing the contribution of trade, investment, science, technology and innovation to the 2030 Agenda for Sustainable Development and to regional integration, including by improving the policy environment for the development and adaption of science, technology and innovation and for the effective transfer of technology on mutually agreed terms and conditions. The work will focus on providing robust input for evidence-based policymaking, delivering the necessary technical training and support to implement effective policies, and facilitating appropriate platforms for the sharing of knowledge on related policy experience and reform, as well as for building regional consensus on these issues.

16.19 The following issues will be addressed, with a key focus on inclusive and sustainable development and regional integration:

(a) Strengthening the capacity of member States to formulate and implement trade policies and measures, to effectively negotiate, conclude and implement trade and investment agreements, including provisions on science, technology and innovation, at the global, regional and bilateral levels and to comprehend the increasingly complex landscape of such agreements;

(b) Designing and implementing trade facilitation policies and measures, including paperless trade systems;

(c) Formulating and implementing effective policy measures to strengthen responsible business practices and integrate small and medium-sized enterprises into regional and global markets;

(d) Promoting and supporting an effective policy environment for foreign direct investment, including understanding its implications for innovation and technological inclusion;

(e) Designing and supporting the development of an effective policy environment for the development and use of science, technology and innovation, including technology transfer on mutually agreed terms and conditions;

(f) Establishing and strengthening common frameworks and mechanisms for regional cooperation on trade and investment, as well as science, technology, innovation and development of small and medium-sized enterprises.

16.20 In order to achieve the above, ESCAP will collaborate with relevant United Nations agencies, funds and programmes (including through the Asia-Pacific Regional Coordination Mechanism), international, regional and subregional organizations, public-private partnerships, community-based organizations, research institutes, associations and other civil society organizations. In particular, the subprogramme will continue to support further development of the various platforms for regional cooperation and integration, including the Asia-Pacific Trade Agreement, the Asia-Pacific Research and Training Network on Trade, the Asia-Pacific Foreign Direct Investment Network, the Asia-Pacific Business Forum and the United Nations Network of Experts for Paperless Trade and Transport in Asia and the Pacific. It will build and foster regional cooperation on science, technology and innovation through the Technology Facilitation Mechanism for achieving the Sustainable Development Goals in particular and regional knowledge-sharing in general. It will continue to work closely with and engage the business sector through the ESCAP Business Advisory Council, including its Sustainable Business Network and its various task forces. In recognition of the differential impact trade, investment, science, technology and innovation can have for women and men, gender will be mainstreamed in the work and outputs of the aforementioned activities.

Subprogramme 3
Transport

Objective of the Organization: To strengthen mobility and transport connectivity for sustainable development in Asia and the Pacific

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced national evidence-based transport policies and programmes that are sustainable and gender-responsive	Increased number of transport policies, programmes and initiatives developed by member States that are sustainable and gender-responsive, in line with ESCAP-promoted policy options
(b) Improved transport infrastructure to increase physical connectivity and intermodal integration	(i) Increased number of plans, projects and programmes that support the development of transport infrastructure to increase physical connectivity and intermodal integration, in line with ESCAP recommendations
	(ii) Increased number of ESCAP member States that are signatories or parties to global, regional and subregional transport-related agreements
(c) Strengthened institutional and operational measures for efficient international transport and logistics	Increased number of measures, such as the use of electronic systems, simplified formalities and harmonized documents, for efficient international transport and logistics adopted and/or implemented by member States in line with ESCAP recommendations

Strategy

16.21 The substantive responsibility for the subprogramme is vested in the Transport Division. The strategic direction of the subprogramme is derived mainly from the 2030 Agenda for Sustainable Development, the outcomes of the Ministerial Conferences on Transport convened by ESCAP, as well as resolutions listed below under legislative mandates. During the biennium, the subprogramme will support member States in achieving Sustainable Development Goals 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) and 11 (Make cities and human settlements inclusive, safe, resilient and sustainable) through improved transport connectivity and mobility, while promoting sustainable transport development.

16.22 Enhanced transport connectivity is crucial to ensure continued economic growth momentum in the region and to spread the prosperity to landlocked, least developed and small island developing States, as well as remote poor areas. The transport sector also has a prominent role in reducing energy consumption and carbon footprints and other negative externalities, including road traffic fatalities, which impede sustainable development. A key strategic approach to achieving an optimum and balanced integration of the economic, social and environmental performances of transport is the development and operationalization of integrated intermodal transport and logistics systems that support sustainable and inclusive connectivity. The integrated intermodal transport and logistics system will be an answer to rising transport demand that will align with the need for greater social inclusiveness and environmental protection.

16.23 During the biennium, the subprogramme will support member States in their efforts to develop integrated intermodal transport and logistics systems by continuing to act as the secretariat for the three intergovernmental agreements on the Asian Highway network, the Trans-Asian Railway network and dry ports. These networks provide a solid bedrock for developing regional connectivity, connecting all land-based member States by land routes and small island developing States by sea through ports. They also provide the rural poor with access to economic and social opportunities, as they pass through the remote rural border areas, where the vast majority of the region's poor reside. The operationalization of these networks will focus on utilizing energy-efficient and environmentally sound shipping and rail transport, with the critical support of road transport for short-haul movements.

16.24 In addition, the subprogramme will help member States to implement the necessary measures to improve the operational efficiency of their transport systems, including through common regional frameworks, harmonized technical and operational standards and rules, application of new technologies to cross-border transport and innovations in logistics, and innovative infrastructure financing tools. The subprogramme will also assist member States in designing and implementing transport policies that support safe, affordable, accessible and sustainable transport systems for all and improve road safety through innovative measures, including the integrated intermodal urban transport system, and the use of new technologies, in particular intelligent transport systems. Special attention will also be given to ensuring that gender considerations for equal access to transport are taken into account in designing and planning transport infrastructure and services.

16.25 In order to achieve the above, ESCAP will collaborate with relevant United Nations agencies, funds and programmes (including through the Asia-Pacific Regional Coordination Mechanism), international, regional and subregional organizations, public-private partnerships, community-based organizations, research institutes, associations and other civil society organizations.

Subprogramme 4
Environment and development

Objective of the Organization: To foster a development pathway that integrates the economic, environmental and social dimensions of sustainability, with a more efficient management of natural resources and a natural environment that supports human well-being and shared prosperity in both urban and rural Asia and the Pacific

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced evidence-based policies, strategies and frameworks that integrate the three dimensions of sustainable development, including gender perspectives, at the national level and in both urban and rural areas	Increased number of policies, strategies and frameworks developed by member States and other stakeholders to integrate the three dimensions of sustainable development, including gender perspectives, at the national level and in both urban and rural areas, in line with ESCAP recommendations
(b) Improved capacity of member States and other stakeholders to integrate the three dimensions of sustainable development, including gender perspectives, into policies, strategies and frameworks at the national level and in both urban and rural areas	Increased percentage of surveyed participants in ESCAP initiatives indicating that they have applied the knowledge gained on the integration of the three dimensions of sustainable development, including gender perspectives, at the national level and in both urban and rural areas into policies, strategies and frameworks
(c) Enhanced regional cooperation and advocacy for the balanced integration of the three dimensions of sustainable development into policies, strategies and frameworks at the national level and in both urban and rural areas	Increased number of ESCAP-facilitated regional initiatives that integrate the three dimensions of sustainable development at the national level and in both urban and rural areas

Strategy

16.26 The substantive responsibility for the subprogramme is vested in the Environment and Development Division, with support from the Centre for Sustainable Agricultural Mechanization and the Centre for the Alleviation of Poverty through Sustainable Agriculture as its main capacity-development arms in sustainable agriculture. The strategic direction of the subprogramme is mainly derived from the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda, as well as resolutions listed below under legislative mandates. In particular, it will support member States in achieving Sustainable Development Goals 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), 6 (Ensure availability and sustainable management of water and sanitation for all), 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), 12 (Ensure sustainable consumption and production patterns) and 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels). Considering the significance of sustainable, inclusive, safe and resilient cities to the region's future development. ESCAP will also support member States in implementing Goal 11 (Make cities and human settlements inclusive, safe, resilient and sustainable). ESCAP will also realign its work programme and priorities with the outcomes of the United Nations Conference on Housing and Sustainable Urban Development, to be held in 2016.

16.27 Building on its previous achievements, ESCAP will continue to support member States in integrating, in a balanced manner, the three dimensions of sustainable development in long-term policymaking, thereby ensuring that both the quantity and the social and environmental quality of economic growth are enhanced. The subprogramme will promote environmental sustainability, the safeguarding of natural resources, including water and land, climate change action and resilience, sustainable agriculture, and urban and rural development as critical factors for achieving sustainable development. The subprogramme will take into account gender-specific considerations and pay specific attention to least developed countries, landlocked developing countries and small island developing States.

16.28 The subprogramme will provide sound research and analysis and disseminate documentation, knowledge, policy options and good practices to enhance awareness and inform decision-making on options for balanced integration of the three dimensions of sustainable development. It will also focus on enabling the development, implementation, follow-up and review of innovative policies, strategies and frameworks to scale up the means of implementation and address rapid urbanization, access to basic services and sustainable management of natural resources, including through integrated water resources management. Efforts will be further augmented by the provision of capacity-development support to member States, in particular through an online knowledge platform. The subprogramme will promote stakeholders' engagement, multidisciplinary dialogue, multisectoral approaches and interministerial coordination; strengthen frameworks for regional and interregional cooperation and networking (with a focus on South-South partnership and exchange); facilitate knowledge-sharing and replication of effective practices among member States and other stakeholders; and foster regional dialogue on sustainable development, which will, inter alia, identify regional priorities and perspectives and review progress in the region.

16.29 Given the urgency for climate action, ESCAP will continue to provide a platform for policy dialogue to enhance the environmental sustainability of economic and social development, including climate change mitigation and adaptation, and to strengthen regional cooperation to support the implementation of Goal 13 (Take urgent action to combat climate change and its impacts) of the 2030 Agenda for Sustainable Development.

16.30 In order to achieve the above, ESCAP will collaborate with relevant United Nations agencies, funds and programmes (including through the Asia-Pacific Regional Coordination Mechanism), international, regional and subregional organizations, public-private partnerships, community-based organizations, research institutes, associations and other civil society organizations. The subprogramme will also work closely with other subprogrammes within ESCAP to enhance synergy and coherence in relevant areas.

Subprogramme 5
Information and communications technology and disaster risk reduction and management

Objective of the Organization: To foster information and communications technology, space technology applications and disaster risk reduction and management for resilient and sustainable development in Asia and the Pacific

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened regional mechanisms to effectively address shared challenges and opportunities in information and communications technology, space technology applications and disaster risk reduction and management for resilient and sustainable development	(i) Increased number of ESCAP-facilitated cooperation initiatives, such as regional cooperation mechanisms, projects and programmes, addressing shared challenges and opportunities in information and communications technology, space technology applications and disaster risk reduction and management
	(ii) Increased number of outcome documents, declarations, statements and decisions by member States supporting regional cooperation in information and communications technology, space technology applications and disaster risk reduction and management in line with ESCAP recommendations
(b) Enhanced evidence-based policies on information and communications technology, space technology applications and disaster risk reduction and management for resilient and sustainable development, including gender perspectives	Increased number of member States formulating and implementing policies on information and communications technology, space technology applications, and disaster risk reduction and management based on ESCAP analytical products
(c) Strengthened capacity of member States to use information and communications technology, space technology applications and disaster risk reduction and management for resilient and sustainable development	(i) Increased percentage of surveyed participants indicating that they have increased their skills to use information and communications technology, space technology applications and disaster risk reduction and management for resilient and sustainable development following activities conducted by ESCAP, including the Asian and Pacific Centre for the Development of Disaster Information Management
	(ii) Increased number of member States that reflect or integrate training modules or curricula developed by ESCAP, including the Asian and Pacific Training Centre for Information and Communication Technology for Development, in their training initiatives

Strategy

16.31 The substantive responsibility for the subprogramme is vested with the Information and Communications Technology and Disaster Risk Reduction Division, with support from the Asian and Pacific Training Centre for Information and Communication Technology for Development and the Asian and Pacific Centre for the Development of Disaster Information Management, as its main capacity development arms. The subprogramme deals with the contemporary development challenges of building resilience to natural disasters and deepening connectivity in Asia and the Pacific, as guided by the 2030 Agenda for Sustainable Development, the Sendai Framework for Disaster Risk Reduction 2015-2030 and resolutions listed below under legislative mandates.

16.32 Disaster risk reduction and building resilience are cross-cutting themes of the 2030 Agenda for Sustainable Development and, as such, they feature in several of the Sustainable Development Goals. In this context, the subprogramme will support member States in particular in achieving Goals 1 (End poverty in all its forms everywhere), 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), 11 (Make cities and human settlements inclusive, safe, resilient and sustainable) and 13 (Take urgent action to combat climate change and its impacts). The subprogramme will also assist member States to achieve the cross-cutting Goals related to information and communications technology, especially Goals 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), 5 (Achieve gender equality and empower all women and girls) and 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation).

16.33 The subprogramme will be implemented through a combination of normative, analytical and capacity-building work and will be anchored in regional cooperation mechanisms. Capacity-building activities will be carried out, where relevant, through the Asian and Pacific Training Centre for Information and Communication Technology for Development and the Asian and Pacific Centre for the Development of Disaster Information Management.

16.34 The subprogramme will leverage regional cooperation in information and communications technology towards the development of the mandated Asia-Pacific information superhighway and creation of an inclusive, knowledge-based society that is resilient to disasters. In this context, the subprogramme will provide critical gap analysis, policy recommendations, awareness-raising and advocacy, supplemented by networking and partnerships in support of the Asia-Pacific information superhighway initiatives, with focus on e-resilience. These efforts will be complemented and augmented by information and communications technology capacity-building programmes and activities conducted by the Asian and Pacific Training Centre for Information and Communication Technology for Development and partners utilizing the Centre's programmes.

16.35 The subprogramme will continue to assist member States in harnessing the latest advances in space technology applications and geographic information systems for reducing and managing disaster risks, including through improved early warning systems, and achieving resilient and sustainable development, especially in high-risk and low-capacity developing countries. It will continue to facilitate timely access to space-derived geospatial data, enable the effective utilization of these innovative technologies before, during and after disasters, pool expertise and resources at the regional and subregional levels, promote sharing of knowledge and good practices and create synergy with other existing regional initiatives. This part of the subprogramme will be anchored in regional cooperation mechanisms, including the Regional Space Applications Programme for Sustainable Development and the Regional Cooperative Mechanism for Drought Monitoring and Early Warning.

16.36 The subprogramme will provide the intergovernmental platform to facilitate regional dialogue and cooperation, and capacity-building, especially in addressing transboundary disaster risks. The subprogramme will provide member States with analytical and policy analysis and promote regional knowledge and sharing of experience on the integration of disaster risk reduction, including in relation to climate change adaptation, into development planning and financing for the promotion of sustainable development. These efforts will be complemented by the provision to member States of regional advisory services on disaster risk reduction policies and augmented by the improvement in regional multi-hazard early warning systems provided through the ESCAP Multi-Donor Trust Fund for Tsunami, Disaster and Climate Preparedness in Indian Ocean and South-East Asian Countries, and disaster information management capacity-building programmes and activities delivered through the Asian and Pacific Centre for the Development of Disaster Information Management.

16.37 In order to achieve the above, ESCAP will collaborate with relevant United Nations agencies, funds and programmes (including through the Asia-Pacific Regional Coordination Mechanism), international, regional and subregional organizations, public-private partnerships, community-based organizations, research institutes, associations and other civil society organizations.

Subprogramme 6
Social development

Objective of the Organization: To strengthen socially inclusive societies that protect, empower and ensure equality for all social groups in Asia and the Pacific in line with the 2030 Agenda for Sustainable Development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced national evidence-based policies aimed at reducing inequalities and addressing the impact of demographic challenges, including gender perspectives	(i) Increased number of surveyed respondents in ESCAP initiatives reporting increased knowledge and skills to develop, implement, monitor and evaluate policies aimed at reducing inequalities and addressing the impact of demographic challenges, including gender perspectives

	(ii) Increased number of policies by member States and other stakeholders, based on regional frameworks promoted by ESCAP, aimed at reducing inequalities and addressing the impact of demographic challenges
(b) Enhanced national evidence-based policies to promote gender equality and women's empowerment towards the achievement of sustainable development	(i) Increased number of surveyed respondents in ESCAP initiatives reporting increased knowledge and skills to develop and implement policies that advance gender equality and women's empowerment towards the achievement of inclusive and sustainable development
	(ii) Increased number of policies by member States and other stakeholders, based on regional frameworks promoted by ESCAP, that advance gender equality and women's empowerment towards the achievement of sustainable development
(c) Enhanced regional cooperation between member States to reduce inequalities and address the impact of demographic challenges	Increased number of recommendations and decisions adopted by member States, based on or drawing from initiatives promoted by ESCAP, towards strengthening regional and subregional frameworks, arrangements and agreements for regional cooperation aimed at reducing inequalities and addressing the impact of demographic challenges, including gender perspectives

Strategy

16.38 The substantive responsibility for the subprogramme is vested in the Social Development Division. The strategic direction of the subprogramme is derived mainly from the 2030 Agenda for Sustainable Development, as well as resolutions listed below under legislative mandates. Regional mandates that guide the subprogramme include the Incheon Strategy to "Make the Right Real" for Persons with Disabilities in Asia and the Pacific, the Bangkok Statement on the Asia-Pacific Review of the Implementation of the Madrid International Plan of Action on Ageing, the Asian and Pacific Ministerial Declaration on Advancing Gender Equality and Women's Empowerment, the report of the Asia-Pacific Intergovernmental Meeting on HIV and AIDS and the Asian and Pacific Ministerial Declaration on Population and Development of the Sixth Asian and Pacific Population Conference. In the framework of the 2030 Agenda for Sustainable Development, the subprogramme will focus specifically on the social aspects of Sustainable Development Goals 1 (End poverty in all its forms everywhere), 5 (Achieve gender equality and empower all women and girls), 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), 10 (Reduce inequality within and among countries), 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).

16.39 The subprogramme will aim to promote change at the policy and institutional levels to ensure a balanced integration of social development in policymaking in order to facilitate the achievement of the Sustainable Development Goals and promote inclusive sustainable and rights-based societies that endeavour to reduce inequalities and reach those who are farthest behind first.

16.40 The subprogramme will also develop the knowledge and capacity of member States to implement policies that address the impact of demographic challenges, including population ageing and international migration and their health and gender dimensions, and promote social integration and social protection, particularly for vulnerable groups, including youth, older persons, migrants and persons with disabilities. The subprogramme will continue to support member States in promoting the rights of persons with disabilities through the monitoring and acceleration of the implementation of the Incheon Strategy. Focus will be maintained on means of implementation, including increasing financing, strengthening institutions and accountability mechanisms, and building partnerships. A multipronged strategy that emphasizes integration of a gender perspective and a rights-based approach will be adopted throughout the subprogramme.

16.41 The main target group of the subprogramme will be government officials and institutions, particularly those involved in the formulation, implementation and management of social development policies and programmes. The strategy will focus on applied research, analysis and the dissemination of knowledge products on social policy options, strategies and programmes as a basis for evidence-based decision-making by member States, in particular to support them in their efforts to attain the Sustainable Development Goals related to social development and to integrate those Goals with the other dimensions of the 2030 Agenda for Sustainable Development. Good practices in the area of social development, including those that are gender-responsive, address the needs of vulnerable groups in society and integrate different dimensions of sustainable development, will be analysed and documented for the purpose of adaptation and wider replication in the region. The Commission's convening role will be emphasized, particularly with regard to promoting regional cooperation and building consensus on accelerating and harmonizing the implementation of the social aspects of 2030 Agenda for Sustainable Development and of other international commitments on population and development, gender equality and social integration of vulnerable groups. Technical assistance to developing countries, including those in special situations, will be intensified to build national capacity, including by sharing policy options, good experiences and good practices in the context of transfer of knowledge and skills on a range of social and sustainable development issues, and through South-South cooperation.

16.42 In order to achieve the above, ESCAP will collaborate with relevant United Nations agencies, funds and programmes (including through the Asia-Pacific Regional Coordination Mechanism), international, regional and subregional organizations, public-private partnerships, community-based organizations, research institutes, associations and other civil society organizations.

Subprogramme 7
Statistics

Objective of the Organization: To improve the availability, accessibility and use of quality data and statistics in support of sustainable development in Asia and the Pacific

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased availability and use of quality and gender-sensitized statistical products and services for regional follow-up and review of the implementation of the 2030 Agenda for Sustainable Development	Increased number of documents and statements prepared for the regional follow-up and review of the implementation of the 2030 Agenda for Sustainable Development that refer to ESCAP statistical products and services, including in relation to gender issues
(b) Increased institutional capacity of national statistical systems to produce, disseminate and communicate statistical products and services, in particular in relation to the goals, targets and indicators of the 2030 Agenda for Sustainable Development	(i) Increased number of national strategies for the development of statistics that include specific provisions for institutional strengthening
	(ii) Increased percentage of member States that improve the institutional capacity of their national statistical system, as measured by World Bank data on statistical capacity, following activities conducted by ESCAP, including the Statistical Institute for Asia and the Pacific
(c) Increased and improved use by national statistical offices of data sources generated by components of the national data ecosystem for the production of official statistics	Increased number of country-specific prototypes that document and demonstrate in a replicable manner the possible uses of new data sources for the production of official statistics and that have substantive contributions by both ESCAP and national statistical systems in the region

Strategy

16.43 The substantive responsibility for the subprogramme is vested in the Statistics Division, with support from the Statistical Institute for Asia and the Pacific, as its main capacity-development arm. The subprogramme is guided primarily by the Committee on Statistics and the Governing Council of the Institute, which are the relevant subsidiary bodies of the Commission that forge regional consensus for action. The strategic direction of the subprogramme is derived mainly from the 2030 Agenda for Sustainable Development, as well as resolutions listed below under legislative mandates.

16.44 With particular focus on paragraphs 17.18 and 17.19 of Sustainable Development Goal 17 on data, monitoring and accountability, as well as the information requirements for national and regional follow-up and review of the implementation of the 2030 Agenda for Sustainable Development, the subprogramme will aim to improve the availability, accessibility and use of high-quality data and statistics in support of evidence-based planning and policy formulation, analyses and advocacy. It will specifically support the development of the measurement of the Sustainable Development Goals, targets and indicators, in particular on topics where gaps exist. It will do so by providing statistical products and services that facilitate regional policy review of progress and by strengthening the capacity of national statistical systems to contribute comprehensive, timely and relevant data and statistics at required levels of disaggregation in support of sustainable development. The subprogramme will also support statistical systems in using data sources provided by the national data ecosystem, including data collected by Governments, civil society and the private sector, to modernize the production of official statistics.

16.45 A successful sustainable development agenda requires inclusive partnerships among Governments, the private sector and civil society. The subprogramme will coordinate and mobilize regional support by all relevant development partners for the strengthening of national statistical capacity. It will continue to convene the Partners for Statistics Development in Asia-Pacific, a group of international, regional and bilateral organizations, as well as the Network for the Coordination of Statistical Training in Asia and the Pacific, a group of national, regional and international statistics training providers, to improve the combined impact of capacity-building activities. The subprogramme will intensify its collaboration with subregional institutions for effective implementation of regional initiatives and improved statistical integration. It will facilitate engagement of national statistical systems and private sector and civil society stakeholders of national data ecosystems by working with groups such as the Global Partnership for Sustainable Development Data. In addition, to measure progress, ESCAP will implement a regional monitoring framework on statistics capacity.

16.46 The subprogramme will continue to provide a platform for the Asian and Pacific Civil Registration and Vital Statistics Decade, 2015-2024, a country-led, multi-partner initiative aiming to strengthen civil registration and vital statistics systems for good governance, legal identity for all and better data for measuring development results.

16.47 Within ESCAP, compilation and use of statistics and data, development of measurement methodologies and statistical capacity development takes place across the various subprogrammes. The statistics subprogramme will facilitate and coordinate a strongly linked, harmonized and coherent programme of statistical work across ESCAP.

16.48 In order to achieve the above, ESCAP will collaborate with relevant United Nations agencies, funds and programmes (including through the Asia-Pacific Regional Coordination Mechanism), international, regional and subregional organizations, public-private partnerships, community-based organizations, research institutes, associations and other civil society organizations.

Subprogramme 8
Subregional activities for development

Component 1
Subregional activities for development in the Pacific

Objective of the Organization: To strengthen regional economic cooperation and integration for sustainable development, in line with the subregional priorities of the Pacific

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened policy environment that supports the integration of the three dimensions of sustainable development, including gender perspectives	(i) Increased percentage of participants in ESCAP initiatives reporting increased skills to articulate, plan and implement coherent policies supporting the integration of the three dimensions of sustainable development, including gender perspectives
	(ii) Increased number of member States in the subregion adopting policies that integrate the three dimensions of sustainable development, including gender perspectives, in line with ESCAP recommendations
(b) Increased effectiveness of subregional initiatives and coordination processes to address regional and subregional dimensions of sustainable development	(i) Increased number of outcome documents and resolutions reflecting consensus on regional and subregional dimensions of sustainable development
	(ii) Increased number of ESCAP-facilitated subregional initiatives and coordination processes to address regional and subregional dimensions of sustainable development

Component 2
Subregional activities for development in East and North-East Asia

Objective of the Organization: To leverage regional economic cooperation and integration for sustainable development, in line with the subregional priorities of East and North-East Asia

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened policy environment that supports the integration of the three dimensions of sustainable development, including gender perspectives	(i) Increased percentage of participants in ESCAP initiatives reporting increased skills to articulate, plan and implement coherent policies supporting the integration of the three dimensions of sustainable development, including gender perspectives

	(ii) Increased number of member States in the subregion adopting policies that integrate the three dimensions of sustainable development, including its gender aspects, in line with ESCAP recommendations
(b) Increased effectiveness of subregional initiatives and coordination processes to address regional and subregional dimensions of sustainable development	(i) Increased number of outcome documents and resolutions reflecting consensus on regional and subregional dimensions of sustainable development
	(ii) Increased number of ESCAP-facilitated subregional initiatives and coordination processes to address regional and subregional dimensions of sustainable development

Component 3
Subregional activities for development in North and Central Asia

Objective of the Organization: To leverage regional economic cooperation and integration for sustainable development, in line with the subregional priorities of North and Central Asia

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened policy environment that supports the integration of the three dimensions of sustainable development, including gender perspectives	(i) Increased percentage of participants in ESCAP initiatives reporting increased skills to articulate, plan and implement coherent policies supporting the integration of the three dimensions of sustainable development, including gender perspectives
	(ii) Increased number of member States in the subregion adopting policies that integrate the three dimensions of sustainable development, including its gender aspects, in line with ESCAP recommendations
(b) Increased effectiveness of subregional initiatives and coordination processes to address regional and subregional dimensions of sustainable development	(i) Increased number of outcome documents and resolutions reflecting consensus on regional and subregional dimensions of sustainable development
	(ii) Increased number of ESCAP-facilitated subregional initiatives and coordination processes to address regional and subregional dimensions of sustainable development

Component 4
Subregional activities for development in South and South-West Asia

Objective of the Organization: To leverage regional economic cooperation and integration for sustainable development, in line with the subregional priorities of South and South-West Asia

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened policy environment that supports the integration of the three dimensions of sustainable development, including gender perspectives	(i) Increased percentage of participants in ESCAP initiatives reporting increased skills to articulate, plan and implement coherent policies supporting the integration of the three dimensions of sustainable development, including gender perspectives
	(ii) Increased number of member States in the subregion adopting policies that integrate the three dimensions of sustainable development, including its gender aspects, in line with ESCAP recommendations
(b) Increased effectiveness of subregional initiatives and coordination processes to address regional and subregional dimensions of sustainable development	(i) Increased number of outcome documents and resolutions reflecting consensus on regional and subregional dimensions of sustainable development
	(ii) Increased number of ESCAP-facilitated subregional initiatives and coordination processes to address regional and subregional dimensions of sustainable development

Component 5
Subregional activities for development in South-East Asia

Objective of the Organization: To leverage regional economic cooperation and integration for sustainable development, in line with the subregional priorities of South-East Asia

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened policy environment that supports the integration of the three dimensions of sustainable development, including gender perspectives	(i) Increased percentage of participants in ESCAP initiatives reporting increased skills to articulate, plan and implement coherent policies supporting the integration of the three dimensions of sustainable development, including gender perspectives
	(ii) Increased number of member States in the subregion adopting policies that integrate the three dimensions of sustainable development, including its gender perspectives, in line with ESCAP recommendations

(b) Increased effectiveness of subregional initiatives and coordination processes to address regional and subregional dimensions of sustainable development	(i) Increased number of outcome documents and resolutions reflecting consensus on regional and subregional dimensions of sustainable development
	(ii) Increased number of ESCAP-facilitated subregional initiatives and coordination processes to address regional and subregional dimensions of sustainable development

Strategy

16.49 The overall responsibility for coordinating the work of the subprogramme is vested in the Office of the Executive Secretary. The subprogramme will be implemented by the subregional offices in the Pacific, East and North-East Asia, North and Central Asia and South and South-West Asia, and by ESCAP headquarters in the South-East Asian subregion. The strategic direction of this subprogramme is mainly provided by the 2030 Agenda for Sustainable Development and the various mandates of the Commission on regional economic cooperation and integration. It will also derive its direction from the Addis Ababa Action Agenda, the Istanbul Programme of Action, the Vienna Programme of Action and the Samoa Pathway,[11] as well as resolutions listed below under legislative mandates.

16.50 Given the vast geographical area and diversity of the Asian and Pacific region, the subprogramme enables better targeting and delivery of ESCAP initiatives at the subregional level to support regional economic cooperation and integration and the attainment of the Sustainable Development Goals.

16.51 In each of the subregions, this subprogramme will be grounded in subregional issues of relevance and linked to the overall priorities of the other eight subprogrammes of ESCAP in fostering knowledge-sharing, networking and cooperation among member States; monitoring the implementation of the Sustainable Development Goals; contributing to the development of the Commission's analytical work to ensure greater depth and coverage of subregional dimensions of the work of the Commission; leveraging such analysis for a contribution towards norm-setting at the subregional and regional levels; and facilitating actions for integration in policies and strategies at the subregional and national levels. Specific attention will be paid to strengthening sustainable, equitable and inclusive development and supporting the beneficial integration of the least developed countries, landlocked developing countries and small island developing States, including through South-South cooperation.

16.52 In order to achieve the above, ESCAP will collaborate with relevant United Nations agencies, funds and programmes (including through the Asia-Pacific Regional Coordination Mechanism), international, regional and subregional organizations, public-private partnerships, community-based organizations, research institutes, associations and other civil society organizations.

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[11] Reflected, in particular, in Goal 14 of the 2030 Agenda for Sustainable Development (Conserve and sustainably use the oceans, seas and marine resources for sustainable development).

Subprogramme 9
Energy

Objective of the Organization: To enhance energy security and energy connectivity, as means to support access to affordable, reliable, sustainable and modern energy for all in Asia and the Pacific, in line with the 2030 Agenda for Sustainable Development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved policy frameworks to ensure access to affordable, reliable, sustainable and modern energy for all, including gender perspectives	(i) Increased number of policy documents, declarations and statements by member States showing an alignment of energy policies with ESCAP-promoted policy options for sustainable development
	(ii) Increased number of activities launched by member States to strengthen their policy framework for energy security, sustainable use of energy and energy connectivity, including gender perspectives, following ESCAP interventions
(b) Enhanced regional cooperation frameworks on energy security, sustainable use of energy and energy connectivity	(i) Increased number of specific areas/topics related to energy security, sustainable use of energy and energy connectivity discussed and agreed upon at the regional level
	(ii) Increased number of ESCAP-facilitated regional cooperation mechanisms on energy security, sustainable use of energy and energy connectivity

Strategy

16.53 The substantive responsibility for the subprogramme is vested in the Energy Division. The strategic direction of the subprogramme is mainly derived from the 2030 Agenda for Sustainable Development, the outcomes of the first Asian and Pacific Energy Forum and resolutions listed below under legislative mandates. In particular, the subprogramme will support member States in achieving Goal 7 of the 2030 Agenda (Ensure access to affordable, reliable, sustainable and modern energy for all).

16.54 The subprogramme will support and strengthen regional intergovernmental frameworks on energy, in particular the Asian and Pacific Energy Forum and its Implementation Support Mechanism. The subprogramme will also work on strengthening the capacity and functions of national focal points of the Forum to track new initiatives and policies in relation to Goal 7 of the 2030 Agenda for Sustainable Development and the outcomes of the first Asian and Pacific Energy Forum. The subprogramme will also contribute to the operation of the Asia-Pacific Sustainable Energy for All Regional Hub hosted by ESCAP, the United Nations Development Programme and the Asian Development Bank.

16.55 The subprogramme will focus on strengthening knowledge and promoting policies and strategies for enhanced energy security and the sustainable use of energy through the dissemination of information on global trends and development in new and renewable energy technologies and modalities for energy-related interventions, to support member States in devising relevant national and regional policy frameworks that include gender perspectives. The subprogramme will also provide member States with a collaborative platform on best practices and knowledge exchange, host policy dialogues on energy security and sustainable use of energy and provide expert advisory services.

16.56 In collaboration with its partners and networks, the subprogramme will disseminate information on energy access, energy efficiency, renewable energy, energy connectivity and trade, and their policy dimensions.

16.57 The subprogramme will support countries in further strengthening regional cooperation on energy, developing regional policy frameworks and initiatives that promote energy connectivity, including generation (appropriate fuel mix), transmission and distribution, developing an environment conducive to private sector involvement and public-private partnerships financing models and forging consensus and establishing partnerships and agreements on regional energy connectivity and transboundary power trade.

16.58 In order to achieve the above, ESCAP will collaborate with relevant United Nations agencies, funds and programmes (including through the Asia-Pacific Regional Coordination Mechanism), international, regional and subregional organizations, public-private partnerships, community-based organizations, research institutes, associations and other civil society organizations. The subprogramme will work with other ESCAP subprogrammes to integrate the three dimensions of sustainable development and to contribute to the achievement of the Sustainable Development Goals by 2030.

Legislative mandates

General Assembly resolutions

65/125	Cooperation between the United Nations and the Eurasian Economic Community
65/280	Programme of Action for the Least Developed Countries for the Decade 2011-2020
66/288	The future we want
67/206	International Year of Small Island Developing States
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
68/209	Agricultural technology for development

68/219	Role of the United Nations in promoting development in the context of globalization and interdependence
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
68/234	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
69/11	Cooperation between the United Nations and the Shanghai Cooperation Organization
69/13	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway
69/110	Cooperation between the United Nations and the Association of Southeast Asian Nations
69/111	Cooperation between the United Nations and the Economic Cooperation Organization
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014-2024
69/181	The right to development
69/183	Human rights and extreme poverty
69/208	Follow-up to the International Conference on Financing for Development
69/210	Entrepreneurship for development
69/214	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
69/217	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
69/220	Protection of global climate for present and future generations of humankind
69/231	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
69/232	Specific actions related to the particular needs and problems of landlocked developing countries: follow-up to the second United Nations Conference on Landlocked Developing Countries

69/238	Operational activities for development of the United Nations system
69/239	South-South cooperation
69/240	Agriculture development, food security and nutrition
69/245	Oceans and the law of the sea
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations
69/283	Sendai Framework for Disaster Risk Reduction 2015-2030
69/288	Comprehensive review of United Nations system support for small island developing States
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
69/317	Cooperation between the United Nations and the Organization of Islamic Cooperation
69/318	Cooperation between the United Nations and the Pacific Islands Forum
69/324	Multilingualism
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/77	The situation in Afghanistan

Economic and Social Council resolutions and decisions

37 (IV)	Economic Commission for Asia and the Far East
1895 (LVII)	Change of name of the Economic Commission for Asia and the Far East
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
2005/305	Promoting coordination and consolidation of the work of the functional commissions
2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2014/11	Follow-up to the International Conference on Financing for Development
2015/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2015/15	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system

2015/16	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2015/27	Science, technology and innovation for development
2015/30	Restructuring the conference structure of the Economic and Social Commission for Asia and the Pacific to be fit for the evolving post-2015 development agenda
2015/35	Programme of Action for the Least Developed Countries for the Decade 2011-2020

Economic and Social Commission for Asia and the Pacific resolutions

66/1	Incheon Declaration
66/9	Full and effective implementation of the Beijing Platform for Action and its regional and global outcomes in the Asia-Pacific region
66/15	Strengthening of the evaluation function of the secretariat of the Commission
67/14	Cooperation between the Economic and Social Commission for Asia and the Pacific and other United Nations and regional and subregional organizations serving Asia and the Pacific
68/8	Enhancing coordination within the United Nations system and cooperation with regional organizations for promoting regional development
68/9	Terms of reference of the Advisory Committee of Permanent Representatives and Other Representatives Designated by Members of the Commission
69/2	Final review of the implementation of the Almaty Programme of Action in the Asia-Pacific region
70/1	Implementation of the Bangkok Declaration on Regional Economic Cooperation and Integration in Asia and the Pacific
70/10	Implementation of the Bangkok Declaration of the Asia-Pacific region on the United Nations Development Agenda beyond 2015
71/2	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020 in Asia and the Pacific
71/3	Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024
71/4	Implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
71/5	Implementing the outcome of the Asia-Pacific High-level Consultation on Financing for Development

Subprogramme 1
Macroeconomic policy, poverty reduction and financing for development

General Assembly resolutions

65/313	Follow-up to the Conference on the World Financial and Economic Crisis and Its Impact on Development
68/18	Graduation of countries from the least developed country category
68/222	Development cooperation with middle-income countries
69/206	International financial system and development
69/207	External debt sustainability and development
69/234	Second United Nations Decade for the Eradication of Poverty (2008-2017)

Economic and Social Council resolutions

2012/9	Poverty eradication
2013/20	Report of the Committee for Development Policy

Economic and Social Commission for Asia and the Pacific resolutions

68/10	Enhancing regional economic integration in Asia and the Pacific
69/2	Final review of the implementation of the Almaty Programme of Action in the Asia-Pacific region

Subprogramme 2
Trade, investment and innovation

General Assembly resolutions

69/205	International trade and development
69/210	Entrepreneurship for development

Economic and Social Council resolutions

2005/38	Statute of the Asian and Pacific Centre for Transfer of Technology

Economic and Social Commission for Asia and the Pacific resolutions

68/3	Enabling paperless trade and the cross-border recognition of electronic data and documents for inclusive and sustainable intraregional trade facilitation
70/5	Strengthening regional cooperation and capacity for enhanced trade and investment in support of sustainable development
70/6	Implementation of the decision of the Ad Hoc Intergovernmental Meeting on a Regional Arrangement for the Facilitation of Cross-border Paperless Trade

Subprogramme 3
Transport

General Assembly resolutions

66/260	Improving global road safety
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development

Economic and Social Commission for Asia and the Pacific resolutions

60/4	Intergovernmental Agreement on the Asian Highway Network
62/4	Intergovernmental Agreement on the Trans-Asian Railway Network
64/5	Establishment of the Forum of Asian Ministers of Transport
66/4	Implementation of the Bangkok Declaration on Transport Development in Asia
66/5	Implementation of the Jakarta Declaration on Public-Private Partnerships for Infrastructure Development in Asia and the Pacific
66/6	Improving road safety in Asia and the Pacific
68/4	Implementation of the Ministerial Declaration on Transport Development in Asia and the Pacific, including the Regional Action Programme for Transport Development in Asia and the Pacific, phase II (2012-2016), and the Regional Strategic Framework for the Facilitation of International Road Transport
69/6	Implementation of the Tehran Declaration to promote public-private partnerships in infrastructure development in Asia and the Pacific for sustainable development
69/7	Intergovernmental Agreement on Dry Ports
70/7	Implementation of the Suva Declaration on Improving Maritime Transport and Related Services in the Pacific
70/8	Implementation of the Ministerial Declaration on Transport as a Key to Sustainable Development and Regional Integration
71/6	Maritime transport connectivity for sustainable development
71/7	Adoption of the Regional Cooperation Framework for the Facilitation of International Railway Transport
71/8	Strengthening intraregional and interregional connectivity in Asia and the Pacific

Subprogramme 4
Environment and development

General Assembly resolutions

64/292	The human right to water and sanitation

67/291	Sanitation for All
69/215	International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
69/226	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Economic and Social Council resolutions

2005/39	Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific
2013/4	Statute of the Centre for Sustainable Agricultural Mechanization
2013/19	Conclusion of the work of the Commission on Sustainable Development
2015/34	Human settlements

Economic and Social Commission for Asia and the Pacific resolutions

65/4	Strengthening the Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific
67/3	Sixth Ministerial Conference on Environment and Development in Asia and the Pacific
68/11	Connectivity for energy security
69/4	Asia-Pacific Ministerial Dialogue: From the Millennium Development Goals to the United Nations Development Agenda beyond 2015
69/8	Enhancing knowledge-sharing and cooperation in integrated water resources management in Asia and the Pacific
69/9	Implementation of the Green Bridge Partnership Programme towards voluntary follow-up to the Rio+20 outcome "The future we want"
70/4	Promoting sustainable agricultural development in Asia and the Pacific through technology transfer
70/11	Implementing the outcome of the Asia-Pacific Forum on Sustainable Development
70/12	Strengthening efforts on human settlements and sustainable urban development for the Asia-Pacific region
71/9	Strengthening cooperation on sustainable management of water resources in Asia and the Pacific

Subprogramme 5
Information and communications technology and disaster risk reduction and management

General Assembly resolutions

68/103	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
68/220	Science, technology and innovation for development
69/85	International cooperation in the peaceful uses of outer space
69/204	Information and communications technologies for development
69/219	International Strategy for Disaster Reduction

Economic and Social Council resolutions

2015/14	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
2015/26	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2015/31	Establishment of the Asian and Pacific Centre for the Development of Disaster Information Management

Economic and Social Commission for Asia and the Pacific resolutions

69/10	Promoting regional information and communications technology connectivity and building knowledge-networked societies in Asia and the Pacific
69/11	Implementation of the Asia-Pacific Plan of Action for Applications of Space Technology and Geographic Information Systems for Disaster Risk Reduction and Sustainable Development, 2012-2017
69/12	Enhancing regional cooperation for building resilience to disasters in Asia and the Pacific
70/13	Regional cooperation for building resilience to disasters in Asia and the Pacific
71/10	Strengthening regional information and communications technology connectivity through the Asia-Pacific information superhighway
71/12	Strengthening regional mechanisms for the implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030 in Asia and the Pacific

Subprogramme 6
Social development

General Assembly resolutions

64/293	United Nations Global Plan of Action to Combat Trafficking in Persons

65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
68/4	Declaration of the High-level-Dialogue on International Migration and Development
68/130	Policies and programmes involving youth
68/131	Promoting social integration through social inclusion
68/133	Cooperatives in social development
68/137	Violence against women migrant workers
68/139	Improvement of the situation of women in rural areas
68/191	Taking action against gender-related killing of women and girls
68/192	Improving the coordination of efforts against trafficking in persons
68/227	Women in development
68/228	Human resources development
69/61	Women, disarmament, non-proliferation and arms control
69/141	Literacy for life: shaping future agendas
69/142	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond
69/143	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
69/144	Celebrating the twentieth anniversary of the International Year of the Family
69/145	World Youth Skills Day
69/146	Follow-up to the Second World Assembly on Ageing
69/147	Intensification of efforts to eliminate all forms of violence against women and girls
69/148	Intensification of efforts to end obstetric fistula
69/149	Trafficking in women and girls
69/150	Intensifying global efforts for the elimination of female genital mutilations
69/151	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
69/156	Child, early and forced marriage
69/161	International Convention on the Elimination of All Forms of Racial Discrimination

69/167	Protection of migrants
69/187	Migrant children and adolescents
69/229	International migration and development
69/230	Culture and sustainable development
69/293	International Day for the Elimination of Sexual Violence in Conflict

Economic and Social Council resolutions

2014/8	Observance of the twentieth anniversary of the International Year of the Family and beyond
2015/2	Joint United Nations Programme on HIV/AIDS
2015/4	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the post-2015 development agenda
2015/5	Modalities for the third review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2015/6	Future organization and methods of work of the Commission on the Status of Women

Economic and Social Commission for Asia and the Pacific resolutions

66/12	Sixth Asian and Pacific Population Conference
67/5	Full and effective implementation of the Madrid International Plan of Action on Ageing in the Asia-Pacific region
67/6	Enhancing accessibility for persons with disabilities at ESCAP
67/9	Asia-Pacific regional review of the progress achieved in realizing the Declaration of Commitment on HIV/AIDS and the Political Declaration on HIV/AIDS
68/6	Asia-Pacific regional preparations for the special session of the General Assembly on the International Conference on Population and Development beyond 2014
68/7	Asian and Pacific Decade of Persons with Disabilities, 2013-2022
69/13	Implementation of the Ministerial Declaration on the Asian and Pacific Decade of Persons with Disabilities, 2013-2022, and the Incheon Strategy to "Make the Right Real" for Persons with Disabilities in Asia and the Pacific
69/14	Implementation of the Bangkok statement on the Asia-Pacific review of the implementation of the Madrid International Plan of Action on Ageing
70/14	Enhancing participation of youth in sustainable development in Asia and the Pacific

71/13	Implementation of the Asian and Pacific Ministerial Declaration on Advancing Gender Equality and Women's Empowerment

Subprogramme 7
Statistics

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics

Economic and Social Council resolutions

2006/6	Strengthening statistical capacity
2011/15	Revision of the statute of the Statistical Institute for Asia and the Pacific
2013/21	Fundamental Principles of Official Statistics

Economic and Social Commission for Asia and the Pacific resolutions

246 (XLII)	Statistical services in Asia and the Pacific
65/2	Regional technical cooperation and capacity-building in statistics development in Asia and the Pacific
67/10	A core set of economic statistics to guide the improvement of basic economic statistics in Asia and the Pacific
67/11	Strengthening statistical capacity in Asia and the Pacific
67/12	Improvement of civil registration and vital statistics in Asia and the Pacific
69/15	Implementing the outcome of the High-level Meeting on the Improvement of Civil Registration and Vital Statistics in Asia and the Pacific
69/16	A core set of population and social statistics to guide national capacity development in Asia and the Pacific
71/14	Asian and Pacific Civil Registration and Vital Statistics Decade, 2015-2024

Subprogramme 8
Subregional activities for development

General Assembly resolutions

70/78	Extension of the preparatory period preceding the graduation of the Republic of Vanuatu from the least developed country category

Economic and Social Commission for Asia and the Pacific resolutions

237 (XL)	The Commission's activities in the Pacific
60/6	Revitalization of the United Nations ESCAP Pacific Operations Centre

62/12	Strengthening Pacific island developing countries and territories through regional cooperation
66/2	Five-year review of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
66/7	Pacific Urban Agenda
66/13	Strengthening regional cooperation in North and Central Asia
68/1	Reaffirming the special case and the unique and particular vulnerabilities of small island developing States with a focus on the Pacific
69/17	Sustainable management, conservation and use of ocean resources for the development of Asia-Pacific small island developing States

Subprogramme 9
Energy

General Assembly resolutions

65/151	International Year for Sustainable Energy for All
67/215	Promotion of new and renewable sources of energy

Economic and Social Council resolutions

2011/14	Promoting regional cooperation for enhanced energy security and the sustainable use of energy in Asia and the Pacific
2013/19	Conclusion of the work of the Commission on Sustainable Development

Economic and Social Commission for Asia and the Pacific resolutions

64/3	Promoting renewables for energy security and sustainable development in Asia and the Pacific
68/11	Connectivity for energy security
70/9	Implementation of the outcome of the first Asian and Pacific Energy Forum

Programme 17
Economic development in Europe

Overall orientation

17.1 The programme is under the responsibility of the United Nations Economic Commission for Europe (ECE).

17.2 The programme aims to promote regional cooperation and integration as a means of achieving sustainable development in the ECE region. To ensure an integrated approach to sustainable development and the effective implementation of the 2030 Agenda for Sustainable Development, the programme will enhance existing synergies and linkages between its eight subprogrammes: (a) environment; (b) transport; (c) statistics; (d) economic cooperation and integration; (e) sustainable energy; (f) trade; (g) forestry and timber; and (h) housing, land management and population. Furthermore, it will align every subprogramme to their specific Sustainable Development Goals and related targets, with due consideration to climate change mitigation and adaptation measures.

17.3 Consistent with the legislative mandates, including Commission decision A (65) of 11 April 2013 on the outcome of the review of the 2005 reform of ECE, the programme will promote regional cooperation and integration through (a) policy dialogue, (b) normative work and (c) technical cooperation.

17.4 Due consideration will be given to the gender dimension of development, given that women constitute more than half of the world's population and are active agents and beneficiaries of sustainable development in the region. Gender equality and the empowerment of women will be integrated into the ECE programme of work in accordance with the United Nations System-wide Action Plan and Sustainable Development Goal 5. In particular, the programme will focus on women in the economy and promote women's entrepreneurship in the region.

17.5 ECE will also pursue system-wide coherence in its programme delivery to avoid overlap, reduce duplication, multiply effect, increase impact and ensure the sustainability of its work in the region. To that end, it will draw upon the work of other United Nations entities and relevant regional organizations. It will provide leadership to the Regional Coordination Mechanism and contribute to the work of the United Nations Development Group for Europe and Central Asia by supporting the United Nations Development Assistance Framework and One United Nations programmes in the region.

17.6 The United Nations Special Programme for the Economies of Central Asia, jointly implemented by ECE and the Economic and Social Commission for Asia and the Pacific, will continue to serve as the major framework for ECE cooperation with other relevant stakeholders in Central Asia.

17.7 Within its mandate, the programme will contribute to the follow-up and review of the 2030 Agenda for Sustainable Development, including within the framework of the High-level Political Forum on Sustainable Development under the auspices of the Economic and Social Council and the General Assembly.

17.8 The ECE Executive Committee approved the strategic framework for programme 17, Economic development in Europe, for the period 2018-2019 at its 81st meeting on 23 November 2015, without prejudice to the outcome of the review of the legislative mandates by the Committee.

Subprogramme 1
Environment

Objective of the Organization: To improve environmental governance and performance throughout the region for safeguarding the environment and health

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved response to environmental challenges by ECE constituencies	Number of new measures taken by ECE constituencies in response to existing and emerging environmental challenges
(b) Strengthened implementation of ECE multilateral environmental commitments and increased geographical coverage	(i) Increased percentage of Contracting Parties reporting on the implementation of ECE multilateral environmental agreements
	(ii) Increased number of Contracting Parties to the ECE multilateral environmental agreements
(c) Strengthened national capacity for environmental monitoring and assessment systems in the countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe	Increased percentage of implementation of ECE recommendations on environmental monitoring by member States
(d) Improved environmental performance of interested countries	Percentage of environmental performance review recommendations implemented by countries reviewed during a biennium

Strategy

17.9 The Environment Division is responsible for implementing the subprogramme. The subprogramme will contribute to the implementation of the outcomes of global and regional summits and conferences on the environment and sustainable development, in particular the 2030 Agenda for Sustainable Development. Given that the environment represents one of the dimensions of sustainable development, the subprogramme will support the achievement of all Sustainable Development Goals, especially Goals 3, 4, 6, 11, 12, 13, 16 and 17. The work will be carried out through international policy dialogue, normative work, capacity-building and the dissemination of best practices and lessons learned in the areas of air quality, water, industrial safety, public participation, environmental assessment, monitoring and performance, education for sustainable development and mainstreaming of environmental concerns into other dimensions of sustainable development.

17.10 Using a country needs-based approach, the work will focus on strengthening the capacity of the countries from the Caucasus, Central Asia and Eastern and South-Eastern Europe in environmental policymaking and management, including for the effective implementation of environmental legislation.

17.11 The subprogramme will work on enhancing environmental governance in the region and cross-border cooperation between countries. It will further strengthen integration of environmental concerns into sectoral policies through the implementation of ECE policy tools, education for sustainable development, transport, health and environment, the ECE multilateral environmental agreements and the sharing of information (e.g., through the Shared Environmental Information System), experiences and good practices in the ECE region. Cross-sectoral work will also include the promotion of synergies between ECE legal instruments. The subprogramme will also work with interested non-ECE countries, in particular those interested in joining the multilateral environmental agreements that are open to global accession.

17.12 The subprogramme will continue to conduct environmental performance reviews, assist member States in the implementation of the recommendations from those reviews and monitor the impact of the recommendations on national policies. The subprogramme will also strengthen the capacity of member States to implement ECE guidelines and recommendations for environmental monitoring and assessment.

Subprogramme 2
Transport

Objective of the Organization: To improve sustainable inland transport with a view to making it safe, clean and competitive, both for freight and personal mobility

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened legal and regulatory framework for international land transport (road, rail, inland waterway and intermodal transport), transport infrastructure, border-crossing facilitation, transport of dangerous goods, vehicle construction and other transport-related services	(i) Increased number of United Nations legal instruments on transport administered by ECE that are in force (ii) Number of new vehicle regulations and amendments adopted (iii) Number of international legal instruments brought into compliance with the latest revised edition of the United Nations Recommendations on the Transport of Dangerous Goods

(b) Greater geographical coverage and more effective monitoring of implementation of United Nations legal instruments and recommendations on transport administered by ECE	(i) Increased number of Contracting Parties, including from outside the region, to United Nations legal instruments and recommendations on transport administered by ECE
	(ii) Increased number of mechanisms agreed by Contracting Parties for monitoring the implementation of United Nations legal instruments and recommendations administered by ECE
(c) Enhanced capacity in ECE member States, particularly in landlocked developing countries, for the development of the pan-European and transcontinental transport infrastructure and transport facilitation measures	(i) Increased number of Contracting Parties to four key transport infrastructure agreements
	(ii) Increased number of member States using the ECE common framework for subregional transport infrastructure development (Euro-Asian Transport Links project, Trans-European Motorway project and Trans-European Railway project)
(d) Strengthened capacity to implement relevant United Nations legal instruments, norms and regulations on transport, in particular in the countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia	(i) Increased number of countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia that report adopting measures to apply United Nations legal instruments, norms and regulations on transport administered by ECE
	(ii) Increased number of ECE member States with established road safety improvement targets

Strategy

17.13 The Sustainable Transport Division is responsible for implementing the subprogramme. The subprogramme will contribute to the implementation of the 2030 Agenda for Sustainable Development and the achievement of the transport-related Sustainable Development Goals, especially Goals 3, 9, 11 and 13. Its objective will be achieved through:

(a) Normative work on the further development of legal and regulatory frameworks for inland transport at international, national and local levels through new instruments and the updating, as needed, of 58 legal instruments that cover all modes of inland transport, vehicle regulations and the transport of dangerous goods;

(b) Policy dialogue and support for cooperation among Governments and other stakeholders. The subprogramme will focus on fostering sustainable transport development; promoting new accessions to the United Nations legal instruments administered by ECE and assisting their implementation and strengthening their monitoring mechanisms; the management of border-crossing and transit facilitation; sharing best practices and lessons learned; and addressing rapid technological changes, particularly the impact of the increased use of information and communications technologies in transport and the use of electronic documents. In line with the United Nations Decade of Action for Road Safety, special focus will be placed on United Nations legal instruments on road safety;

(c) Strengthening national capacity for the development of pan-European and transcontinental transport infrastructure, including transport and border-crossing facilitation, taking into account the special needs of landlocked transition economies. The Trans-European Motorway and the Trans-European Railway projects will build on their master plans and on specific high-value projects. The development of Euro-Asian Transport Links and the unified railway law will be promoted. The strengthening of transport links between Europe and Africa and between Europe and the Middle East, including the Mediterranean region, will be also supported;

(d) The subprogramme will use its in-house developed analytical tools such as the For Future Inland Transport System (ForFITS) and the CO2 scenario-building tool and related new modules (including a module on road safety) in carrying out policy reviews, assessing the environmental and safety performance of the transport and logistics sector, assessing the sector's contribution to national competitiveness and developing policy options for sustainable urban mobility. Particular attention will be paid to the development of capacity for high-quality transport statistics.

17.14 To achieve goals in the above four functional areas, the subprogramme will:

(a) Act as custodian of the United Nations legal instruments on transport;

(b) Undertake analytical activities;

(c) Promote the achievement of the transport-related Sustainable Development Goals and targets for road safety, resilient infrastructure, energy efficiency and sustainable urban mobility in and between cities;

(d) Strengthen cooperation and partnerships with regional economic organizations, as well as other international organizations relevant for transport;

(e) Work on multisectoral projects, with particular focus on servicing the Pan European Programme on Transport, Health and Environment, jointly with subprogramme 1 (Environment).

17.15 The Division will continue to service the ECE Inland Transport Committee and its 20 working parties; the Economic and Social Council Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals and its 2 subcommittees; and the 14 treaty bodies (administrative committees to transport legal instruments). The Division will also continue supporting the Special Envoy of the Secretary-General for Road Safety.

Subprogramme 3
Statistics

Objective of the Organization: To develop official statistics at the national and international levels for evidence-based policymaking and assessing progress towards the Sustainable Development Goals, and to ensure the coordination of statistical activities in the ECE region under the Conference of European Statisticians

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Streamlined international statistical work in support of monitoring the achievement of the Sustainable Development Goals	(i) Increased number of international organizations involved in the regional monitoring of the Sustainable Development Goals in coordination with the statistical work of the Conference of European Statisticians
	(ii) Number of new statistical areas reviewed in depth by the Bureau of the Conference of European Statisticians
(b) Updated and newly developed standards and recommendations to enhance the quality and international comparability of statistics and monitoring of the Sustainable Development Goals	(i) Number of new and/or revised international statistical standards and recommendations developed with input from ECE
	(ii) Increased number of statistical areas (according to the International Statistical Activity classification) in which ECE provides methodological support for measuring progress towards the Sustainable Development Goals
(c) Improved national capacity to implement international standards and recommendations in official statistics, including on the Sustainable Development Goals and gender-sensitive indicators	(i) Increased number of recommendations from global assessments of national statistical systems, including on the Sustainable Development Goals and gender-sensitive indicators, addressed by member States with developing statistical systems in their strategies for statistical development
	(ii) Increased percentage of national experts, including women, that express satisfaction with ECE training in official statistics
(d) Improved availability and increased use of statistics from the ECE database, in particular related to the Sustainable Development Goals, gender equality and key socioeconomic indicators in support of evidence-based policymaking and research in ECE member States	(i) Increased number of member States that use the ECE statistical database for evidence-based policymaking and research
	(ii) Increased percentage of users that express satisfaction with the ECE statistical database as a tool for their work

Strategy

17.16 The responsibility for the subprogramme is vested in the Statistical Division.

17.17 The subprogramme will coordinate international statistical activities through the Conference of European Statisticians, joint expert meetings and working groups to share good practices and expertise in official statistics. The subprogramme will ensure effective collaboration and the efficient use of resources through close partnerships among national and international statistical organizations.

17.18 The subprogramme will develop standards and recommendations in priority areas identified by the ECE member States, with a focus on supporting the monitoring of progress towards the achievement of the Sustainable Development Goals and the implementation of the 2030 Agenda for Sustainable Development; the measurement of climate change; globalization; population, poverty and inequality; and the modernization of statistical production, including the use of geospatial information. Work will be undertaken in close cooperation with experts from ECE member States and international organizations through expert groups, each of them developing methodological and practical guidelines to address a specific gap or challenge in official statistics.

17.19 The subprogramme will support the statistical capacity-building of ECE member States, particularly those with less developed statistical systems. It will promote the implementation of the Fundamental Principles of Official Statistics and other United Nations standards and best practices and provide advice on legal and institutional frameworks of official statistics. The work will be demand-driven and address national priorities identified through global assessments of national statistical systems. It will focus on modernizing statistical production, population censuses, the Sustainable Development Goals indicators, gender-disaggregated statistics, economic statistics and environmental accounting and indicators.

17.20 The subprogramme will collect and disseminate key socioeconomic statistics of ECE member States, including on progress towards the achievement of the Sustainable Development Goals and gender equality. The subprogramme will promote the use of those statistics and make them accessible to the public on the Internet. A specific framework will be applied to ensure the quality, coverage and timeliness of the information.

Subprogramme 4
Economic cooperation and integration

Objective of the Organization: To improve a policy, financial and regulatory environment conducive to the sustained economic growth, innovative development and greater competitiveness of economies in the ECE region

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved international policy dialogue on promoting sustained economic growth, innovative development and greater competitiveness in the ECE region	Number of new international best practices and standards resulting from policy dialogue among member States

(b) Improved understanding at the national level of policy options to promote sustained economic growth, innovative development and greater competitiveness	Number of new national assessments and sets of tailored policy recommendations developed in cooperation with recipient member States
(c) Enhanced national implementation of ECE policy recommendations and standards on promoting a policy, financial and regulatory environment conducive to sustained economic growth, innovative development and greater competitiveness	Number of new measures taken by member States to implement ECE policy recommendations

Strategy

17.21 The Economic Cooperation and Trade Division is responsible for implementing the subprogramme. The subprogramme will contribute to the implementation of the 2030 Agenda for Sustainable Development including the achievement of Sustainable Development Goals 8, 9, 12 and 17 related to innovation, competitiveness and public-private partnerships through:

(a) International policy dialogue promoting a financial and regulatory environment conducive to sustained economic growth, innovative development and greater competitiveness, resulting in the identification of international good practices and, where appropriate, the development of international standards;

(b) Demand-driven national assessments of policy, financial and regulatory environments in the areas of the work of the subprogramme, resulting in tailored policy recommendations;

(c) Capacity-building and policy advice to support implementation of ECE policy recommendations and standards.

17.22 The subprogramme will focus on two complementary areas: (a) innovation and competitiveness policies; and (b) public-private partnerships for infrastructure development in areas such as roads, ports, water and waste management. The work on innovation and competitive policies will support sustainable economic growth, innovative development and competitiveness by promoting best practices in national innovation systems, innovation financing and the creation of a supportive business climate. The work on public-private partnerships will support the same objective by promoting innovative ways of financing, building and managing infrastructure critical for international competitiveness.

17.23 Policy dialogues will draw on the knowledge of national and international experts in order to identify a wide range of best practices. Implementation will be supported through the development of policy recommendations and standards based on the outcome of intergovernmental dialogue. Policy advisory services and capacity-building assistance will be demand-driven and focused on supporting the implementation of ECE policy recommendations and standards.

17.24 The subprogramme will draw upon the work of other relevant organizations and institutions operating in this field. It will strengthen partnerships with United

Nations agencies, funds and programmes and national public-private partnership units in the region.

17.25 The work of the subprogramme will be supported by the teams of specialists on innovation and competitive policies and on public-private partnerships.

Subprogramme 5
Sustainable energy

Objective of the Organization: To improve access to affordable and clean energy for all and to help reduce greenhouse gas emissions and the carbon footprint of the energy sector in the region

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved policy dialogue and cooperation among all stakeholders on sustainable energy issues, in particular energy efficiency, cleaner electricity production from fossil fuels, renewable energy, coal mine methane, mineral resource classification, natural gas and energy security	(i) Increased number of recommendations on sustainable energy issues agreed by ECE intergovernmental bodies (ii) Increased number of measures on affordable and clean energy for all taken by member States
(b) Increased awareness of the role of energy efficiency and renewable energy in achieving sustainable energy development	(i) Increased number of member States implementing measures to raise the uptake of energy efficiency (ii) Increased number of member States implementing measures to raise the share of renewable energy in energy mixes
(c) Strengthened implementation of ECE recommendations/guidelines, best practices and other normative instruments for sustainable energy development	(i) Increased number of member States applying the United Nations Framework Classification for Fossil Energy and Mineral Reserves and Resources (ii) Increased number of member States applying the Best Practice Guidance for Effective Methane Drainage and Use in Coal Mines

Strategy

17.26 The Sustainable Energy Division is responsible for implementing the subprogramme. The subprogramme will contribute to the implementation of the 2030 Agenda for Sustainable Development and the achievement of the energy-related Sustainable Development Goals, especially Goals 7, 9 11, 12 and 13. The objective of the subprogramme will be achieved through:

(a) International policy dialogue and cooperation among Governments, energy industries and other stakeholders to foster sustainable energy development in States Members of the United Nations, improve their access to affordable and clean energy for all and reduce greenhouse gas emissions and the carbon footprint of the energy sector, in line with the energy-related Sustainable Development Goals;

(b) Development and extension of ECE policy recommendations, norms, standards, guidelines and tools on energy-related issues;

(c) Assistance to member States, at their request, through training programmes, advisory services and technical cooperation projects to build capacity for applying the normative instruments, and the dissemination of best practices and lessons learned in the areas of its work.

17.27 The work of the subprogramme falls under three broad and critical areas: (a) reconciling the reality of fossil fuels' enduring share of the energy mix with the need to address climate change; (b) enhancing integration of energy markets in the region; and (c) facilitating the transition to a sustainable energy system. The subprogramme will focus on issues related to energy security, energy efficiency, cleaner electricity production, renewable energy, coal mine methane, natural gas and the United Nations Framework Classification for Fossil Energy and Mineral Reserves and Resources. The subprogramme will also continue its policy dialogue on energy security.

17.28 The work of the subprogramme will strengthen regional cooperation, promote activities that significantly reduce greenhouse gas emissions and provide a forum for multi-stakeholder dialogue on ways to promote the sustainable and clean production, distribution and consumption of energy.

Subprogramme 6
Trade

Objective of the Organization: To strengthen trade facilitation and trade-related economic cooperation in the ECE region and beyond

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased consensus on and strengthened implementation of ECE recommendations, norms, standards, guidelines and tools for trade facilitation and electronic business	(i) Number of new and/or revised recommendations, norms, standards and tools for trade facilitation and electronic business adopted by ECE intergovernmental bodies
	(ii) Number of new measures introduced by member States to implement ECE trade recommendations, norms, standards, guidelines and tools
(b) Increased consensus on the development of ECE recommendations and guidelines for regulatory cooperation	Number of new and/or revised recommendations and guidelines for regulatory cooperation adopted by ECE intergovernmental bodies

(c) Increased consensus on and strengthened implementation of ECE recommendations, norms, standards, guidelines and tools for agricultural quality standards	(i) Number of new and/or revised recommendations and standards on agricultural produce adopted by ECE intergovernmental bodies
	(ii) Increased number of implementations of ECE agricultural quality standards by member States

Strategy

17.29 The Economic Cooperation and Trade Division is responsible for implementing the subprogramme. The subprogramme will contribute to the implementation of the 2030 Agenda for Sustainable Development and the achievement of the Sustainable Development Goals related to trade and trade facilitation, in particular Goals 2, 8 and 17. The objective of the subprogramme will be achieved through:

(a) International policy dialogue on reducing regulatory and procedural barriers to trade that hamper market access, including those caused by cumbersome procedures and substantial paperwork; differences in trade procedures, standards and documents; and divergent regulatory approaches and product standards;

(b) Normative work to support member States to develop standards and recommendations in the areas of trade facilitation, agricultural quality standards and regulatory cooperation;

(c) Demand-driven training workshops and advisory services to support the adoption and implementation of ECE standards and recommendations and to disseminate best practices and lessons learned in the subprogramme's areas of work.

17.30 The subprogramme will contribute to the establishment of an open, rule-based, predictable and non-discriminatory global trading system. To that end, the subprogramme will promote:

(a) Simple, transparent and effective processes for global commerce through the development and maintenance of trade facilitation instruments to support integration into the global economy and international supply chains;

(b) A predictable and harmonized regulatory environment by strengthening regulatory cooperation and promoting standards and best practices in regulatory frameworks, risk management, conformity assessment and market surveillance;

(c) Agricultural trade through the development of up-to-date agricultural quality standards and explanatory guidelines.

17.31 The subprogramme will support Governments in their national and regional adaptation and implementation of ECE trade-related standards and recommendations in trade facilitation strategies, trade policy and regulatory regimes.

Subprogramme 7
Forestry and timber

Objective of the Organization: To strengthen sustainable management of forests in the ECE region

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved monitoring and assessment of the forest sector to support sustainable forest management	(i) Increased percentage of ECE member States providing satisfactory data on qualitative indicators of sustainable forest management
	(ii) Increased percentage of ECE member States providing satisfactory data on quantitative indicators of sustainable forest management
(b) Increased national capacity of countries of Eastern Europe, the Caucasus, Central Asia and South-East Europe in sustainable forest management	Number of new measures taken by member States to apply measurement standards and monitoring tools on sustainable forest management developed by ECE

Strategy

17.32 The responsibility for the subprogramme is vested in the Forests, Land and Housing Division. The objective of the subprogramme will be achieved through international policy dialogue, analytical and normative work, capacity-building and the dissemination of best practices and lessons learned.

17.33 The subprogramme will provide a platform for policy dialogue on forest-related issues while taking into account a rapidly changing policy environment. It will contribute to the implementation of the 2030 Agenda for Sustainable Development and the achievement of the Sustainable Development Goals, notably Goal 15. The subprogramme will promote the role of the forest sector in a green economy in the context of sustainable development and in climate change mitigation and adaptation through the implementation of the Rovaniemi Action Plan for the Forest Sector in a Green Economy. The subprogramme will develop and apply analytical and monitoring tools to support evidence-based policymaking on sustainable forest management. In particular, the subprogramme will collect, validate and disseminate information and the results of research and analysis, facilitate the exchange of national experience and best practices and monitor progress on key forest-sector indicators.

17.34 The subprogramme will promote the sustainable management of forests through the sound and legal use of forest products (including raw material, energy and forest ecosystem services) by (a) encouraging all relevant stakeholders to participate in and implement the activities of the subprogramme and (b) adopting a cross-sectoral approach to ensure that the strategy is well integrated into the policy framework of other sectors. The subprogramme and its partners will support country-level efforts to implement the forest-related Sustainable Development Goals by defining measurement standards and policy tools, developing and disseminating concepts, facilitating the exchange of information and national experiences and providing capacity-building.

17.35 Priorities for the biennium 2018-2019 will be guided primarily by the outcomes of the joint session of the ECE Committee on Forests and the Forest Industry and the Food and Agriculture Organization of the United Nations (FAO) European Forestry Commission (to be held in 2017) and the integrated programme of work of the joint ECE/FAO Forestry and Timber Section for 2018-2021. The subprogramme will support the development of cross-sectoral and cross-institutional policies promoting sustainable forest management and enhanced forest governance in line with the outcome of the United Nations Conference on Sustainable Development.

17.36 As part of the implementation strategy of the subprogramme, ECE will carry out its work in partnership with FAO, the European Forest Institute, Forest Europe and other relevant regional organizations.

Subprogramme 8
Housing, land management and population

Objective of the Organization: To improve housing, urban and land governance, and to promote the evidence-based formulation and implementation of sustainable housing, land, population and social cohesion policies in the region

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved capacity for formulation and implementation of evidence-based policies in housing, urban development and land management	Number of new measures adopted by member States in areas of housing and land management based on ECE studies, policy documents and results-oriented assessments
(b) Strengthened implementation of ECE guidelines on housing, urban development and land management	Increased number of member States that apply ECE guidelines on housing, urban planning and land management in their national policies
(c) Enhanced national formulation and implementation of evidence-based policies on population ageing and intergenerational and gender relations	Increased number of member States that have adjusted their national policies or introduced new measures for implementing the ECE Regional Implementation Strategy for the Madrid International Plan of Action on Ageing, 2002

Strategy

17.37 The subprogramme consists of two components: (a) housing and land management in the Forests, Land and Housing Division; and (b) population in the Statistics Division.

17.38 The subprogramme will contribute to the 2030 Agenda for Sustainable Development and the achievement of the housing, urban and land-related

Sustainable Development Goals, especially Goal 11, as well as of the population-related Goals, especially Goals 1, 3 and 5. Due consideration will be given to the integration of climate change measures into national policies, strategies and planning in the area of housing and land management.

17.39 The objective of the subprogramme will be achieved through: (a) international policy dialogue on housing, urban development and land administration, and on population issues; (b) normative work on affordable and energy efficient housing, urban planning and development and land administration; and (c) capacity-building and the sharing of best practices and lessons learned in all areas of the subprogramme's work.

17.40 The housing and land management component will work to improve housing, urban development and land administration and management. It will support the implementation of the Geneva United Nations Charter on Sustainable Housing and of the Strategy for Sustainable Housing and Land Management in the ECE region for the period 2014-2020.

17.41 The subprogramme will support member States in improving energy efficiency in buildings to facilitate the maintenance, management and refurbishment of existing housing stock and developing sustainable real estate markets. It will also address housing affordability, adaptation of the housing stock to demographic changes and access to healthy and safe housing.

17.42 The subprogramme will promote an integrated approach to the planning of cities and human settlements. It will focus on compact, efficient and inclusive cities, as well as low-carbon and disaster resilient urban development. It will also support the implementation of the ECE "smart city" indicators and standards and the preparation of "smart city" profiles.

17.43 The subprogramme will promote security of tenure and improvement of cadastres and land registries. It will address land registration, e-governance, land tenure and spatial information and cadastres with an emphasis on governance, innovation and capacity-building in land administration.

17.44 Country profiles on housing and land management will be conducted upon the request of member States. That work will also include the monitoring of and support to the implementation of the recommendations of country profiles, including through national action plans.

17.45 The population component of the subprogramme will work to ensure progress in implementing the ECE Regional Implementation Strategy for the Madrid International Plan of Action on Ageing and the outcome of the Istanbul Ministerial Conference on Ageing to be held in 2017. It will address the challenges of demographic change and better use of the potential of older persons. It will provide a platform for intergovernmental policy debate on matters relating to ageing and will facilitate communication with a wider network of experts and non-governmental organizations. It will support evidence-based policymaking and monitoring of the implementation of the Madrid Plan of Action by coordinating data collection and policy-oriented research on ageing and intergenerational and gender relations.

17.46 The population component will also support the development of national capacities for policy formulation by providing policy advice on national action plans on ageing as well as providing capacity-building.

Legislative mandates

General Assembly resolutions

66/288	The future we want
67/10	Cooperation between the United Nations and the Eurasian Economic Community
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
69/8	Cooperation between the United Nations and the Central European Initiative
69/10	Cooperation between the United Nations and the Commonwealth of Independent States
69/11	Cooperation between the United Nations and the Shanghai Cooperation Organization
69/13	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
69/83	Cooperation between the United Nations and the Council of Europe
69/111	Cooperation between the United Nations and the Economic Cooperation Organization
69/142	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond
69/143	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
69/225	Promotion of new and renewable sources of energy
69/272	Progress towards an accountability system in the United Nations Secretariat
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

70/184	Information and communications technologies for development
70/201	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
70/204	International Strategy for Disaster Reduction
70/205	Protection of global climate for present and future generations of humankind
70/221	Operational activities for development of the United Nations system
70/222	South-South cooperation

Economic and Social Council resolutions

2006/38	Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission
2013/1	Outcome of the review of the 2005 Reform of the Economic Commission for Europe
2015/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2015/15	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system

Economic Commission for Europe decisions

A (64)	The Work of the Economic Commission for Europe
A (65)	Outcome of the review of the 2005 reform of ECE
A (66)	Endorsement of the High-level statement on the post-2015 development agenda and expected sustainable development goals in the ECE region

Subprogramme 1
Environment

General Assembly resolutions

47/193	Observance of World Day for Water
62/68	Consideration of prevention of transboundary harm from hazardous activities and allocation of loss in the case of such harm
67/291	Sanitation for All
68/157	The human right to safe drinking water and sanitation
69/172	Human rights in the administration of justice

69/215	International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
69/235	Industrial development cooperation
70/169	The human right to water and sanitation
70/209	United Nations Decade of Education for Sustainable Development (2005-2014)

Economic Commission for Europe decisions

CEP/AC.13/2005/3/Rev.1	UNECE Strategy for Education for Sustainable Development adopted at the High-Level Meeting of Environment and Education Ministries, 2005
ECE/BELGRADE.CONF/2007/4/Add.1	Statement on Education for Sustainable Development by the Ministers of Education and of the Environment of the UNECE region adopted at the joint session on education for development of the Sixth Ministerial Conference entitled "Environment for Europe", 2007
ECE/ASTANA.CONF/2011/2/Add.1	Declaration: "Save water, grow green!" by Ministers of the region of UNECE, report of the Seventh Ministerial Conference entitled "Environment for Europe", 2011
ECE/AC.21/2014/2	Report of the High-level Meeting on Transport, Health and Environment, 2014

Relevant decisions of the Governing Bodies of the Multilateral Environmental Agreements of the Economic Commission for Europe

ECE/EB.AIR/127 and Add.1	Report of the Executive Body for the Convention on Long-range Transboundary Air Pollution on its thirty-third session.
ECE/MP.PRTR/2014/4 and Add.1 and 2	Report of the Meeting of the Parties to the Protocol on Pollutant Release and Transfer Registers to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters on its second session
ECE/MP.PP/2014/2 and Add.1 and Corr.1 and Add.2;	(i) Report of the Meeting of the Parties to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters (Aarhus Convention) on its fifth session
(ii) ECE/MP.PP/2014/27-ECE/MP.PRTR/2014/2 and Add.1	(ii) Report of the joint High-level Segment of the Meeting of the Parties to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters (Aarhus Convention) on its fifth session and the Meeting of the Parties to the Protocol on Pollutant Release and Transfer Registers on its second session, and adoption of the Maastricht Declaration on transparency as a driving force for environmental democracy

ECE/MP.EIA/20-ECE/MP.EIA/SEA/4, and Add.1 and Corr.1 and Add.2 and 3	Report of the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context on its sixth session and of the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context serving as the Meeting of the Parties to the Protocol on Strategic Environmental Assessment on its second session.
ECE/CP.TEIA/30 and Add.1	Report of the Conference of the Parties to the Convention on the Transboundary Effects of Industrial Accidents on its eighth meeting
ECE/MP.WAT/37 and Add.1 and 2	Report of the Meeting of the Parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes on its sixth session
ECE/MP.WH/11 and Add.1 and 2	Report of the Meeting of the Parties to the Protocol on Water and Health to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes on its third session

Subprogramme 2
Transport

General Assembly resolutions

58/9	Global road safety crisis
68/269	Improving global road safety
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014-2024
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development
70/197	Towards comprehensive cooperation among all modes of transport for promoting sustainable multimodal transit corridors
70/217	Follow-up to the second United Nations Conference on Landlocked Developing Countries

Economic and Social Council resolutions

1999/65	Reconfiguration of the Committee of Experts on the Transport of Dangerous Goods into a Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals
2013/7	Europe-Africa fixed link through the Strait of Gibraltar
2015/7	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals

Economic Commission for Europe decisions

ECE/AC.21/2014/2	Report of the High-level Meeting on Transport, Health and Environment on its fourth session
ECE/TRANS/236	Report of the Inland Transport Committee on its seventy-fifth session (Joint Declaration on the promotion of Euro-Asian rail transport and activities towards unified railway law; and Joint Statement on Future Development of Euro-Asian Transport Links)
ECE/TRANS/248	Report of the Inland Transport Committee on its seventy-seventh session
B (66)	Endorsement of the Geneva United Nations Charter on Sustainable Housing Decisions of the Treaty Bodies of United Nations Transport Agreements

Decisions of the Treaty Bodies of United Nations Transport Agreements

E/ECE/TRANS/505	1958 Agreement concerning the adoption of uniform technical prescriptions for wheeled vehicles, equipment and parts which can be fitted and/or be used on wheeled vehicles and the condition for reciprocal recognition of approvals granted on the basis of these prescriptions
ECE/RCTE/CONF/4	1997 Agreement concerning the adoption of uniform conditions for periodical technical inspections of wheeled vehicles and the reciprocal recognition of such inspections
ECE/TRANS/132	1998 Agreement concerning the establishment of global technical regulations for wheeled vehicles, equipment and parts which can be fitted and/or used on wheeled vehicles
ECE/TRANS/ADN/CONF/10/Add.1 and Corr.1	European Agreement concerning the International Carriage of Dangerous Goods by Inland Waterways
ECE/TRANS/224	"UNECE Road Map for promoting ITS-20 global actions 2012-2020"

Subprogramme 3
Statistics

General Assembly resolutions

67/144	Intensification of efforts to eliminate all forms of violence against women
68/261	Fundamental Principles of Official Statistics
69/210	Entrepreneurship for development
69/229	International migration and development
69/282	World Statistics Day
70/147	Protection of migrants

70/208	Harmony with Nature

Economic and Social Council resolutions

2012/2	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to education
2014/7	Further implementation of the Madrid International Plan of Action on Ageing, 2002
2015/10	2020 World Population and Housing Census Programme

Economic and Social Council decisions

2010/235	Report of the Statistical Commission on its forty-first session and venue and dates of and provisional agenda and documentation for its forty-second session (Statistical Commission decision 41/112, Development indicators)
2011/245	Report of the Statistical Commission on its forty-second session and venue and dates of and provisional agenda and documentation for its forty-third session (Statistical Commission decision 42/102, Programme review: gender statistics)
2011/245	Report of the Statistical Commission on its forty-second session and venue and dates of and provisional agenda and documentation for its forty-third session (Statistical Commission decision 42/104, Environmental-economic accounting)
2011/245	Report of the Statistical Commission on its forty-second session and venue and dates of and provisional agenda and documentation for its forty-third session (Statistical Commission decision 42/107, Short-term economic indicators)
2012/230	Report of the Statistical Commission on its forty-third session and provisional agenda and dates for the forty-fourth session of the Commission (Statistical Commission decision 43/101, Programme review: population and housing censuses)
2012/230	Report of the Statistical Commission on its forty-third session and provisional agenda and dates for the forty-fourth session of the Commission (Statistical Commission decision 43/115, Regional statistical development in Europe)
2013/235	Report of the Statistical Commission on its forty-fourth session and the provisional agenda and dates for the forty-fifth session of the Commission (Statistical Commission decision 44/101, Programme review: developing a statistical-spatial framework in national statistical systems)
2013/235	Report of the Statistical Commission on its forty-fourth session and the provisional agenda and dates for the forty-fifth session of the Commission (Statistical Commission decision 44/105, Environment statistics)

2014/219	Report of the Statistical Commission on its forty-fifth session and the provisional agenda and dates for the forty-sixth session of the Commission (Statistical Commission decision 45/101, Implementation of the Fundamental Principles of Official Statistics)
2014/219	Report of the Statistical Commission on its forty-fifth session and the provisional agenda and dates for the forty-sixth session of the Commission (Statistical Commission decision 45/103, Programme review: broader measures of progress)
2014/219	Report of the Statistical Commission on its forty-fifth session and the provisional agenda and dates for the forty-sixth session of the Commission (Statistical Commission decision 45/104, National Accounts)
2014/219	Report of the Statistical Commission on its forty-fifth session and the provisional agenda and dates for the forty-sixth session of the Commission (Statistical Commission decision 45/106, International trade and economic globalization statistics)
2014/219	Report of the Statistical Commission on its forty-fifth session and the provisional agenda and dates for the forty-sixth session of the Commission (Statistical Commission decision 45/110, Big data and modernization of statistical systems)
2015/216	Report of the Statistical Commission on its forty-sixth session and the provisional agenda and dates for the forty-seventh session of the Commission (Statistical Commission decision 46/101, Data in support of the post-2015 development agenda)
2015/216	Report of the Statistical Commission on its forty-sixth session and the provisional agenda and dates for the forty-seventh session of the Commission (Statistical Commission decision 46/102, Population and housing censuses)
2015/216	Report of the Statistical Commission on its forty-sixth session and the provisional agenda and dates for the forty-seventh session of the Commission (Statistical Commission decision 46/107, International trade and economic globalization statistics)
2015/216	Report of the Statistical Commission on its forty-sixth session and the provisional agenda and dates for the forty-seventh session of the Commission (Statistical Commission decision 46/108, Environmental-economic accounting)

Subprogramme 4
Economic cooperation and integration

General Assembly resolutions

70/184	Information and communications technologies for development
70/213	Science, technology and innovation for development

Economic and Social Council decision

E/HLS/2013/1	Ministerial declaration of the 2013 high-level segment of the Economic and Social Council entitled "Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals"

Subprogramme 5
Sustainable energy

General Assembly resolutions

69/225	Promotion of new and renewable sources of energy
70/213	Science, technology and innovation for development

Economic and Social Council decisions

1997/226	United Nations International Framework Classification for Energy Reserves/Resources: Solid Fuels and Mineral Commodities
2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources
2011/222	Best Practice Guidance for Effective Methane Drainage and Use in Coal Mines

Subprogramme 6
Trade

General Assembly resolutions

69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014-2024
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development
70/217	Follow-up to the second United Nations Conference on Landlocked Developing Countries
70/223	Agriculture development, food security and nutrition

Economic and Social Council resolution

1991/76	Promotion of interregional cooperation in the area of international trade facilitation

Economic and Social Council decision

1997/225	Economic Commission for Europe Recommendation 25, entitled "Use of the UN/EDIFACT Standard"

Subprogramme 7
Forestry and timber

General Assembly resolutions

62/98	Non-legally binding instrument on all types of forests
67/200	International Day of Forests
70/199	United Nations forest instrument

Economic and Social Council resolutions

2007/40	Non-legally binding instrument on all types of forests
2015/33	International arrangement on forests beyond 2015

Subprogramme 8
Housing, land management and population

General Assembly resolutions

65/234	Follow-up to the International Conference on Population and Development beyond 2014
69/146	Follow-up to the Second World Assembly on Ageing
70/107	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Economic and Social Council resolutions

2014/7	Further implementation of the Madrid International Plan of Action on Ageing, 2002
2015/5	Modalities for the third review and appraisal of the Madrid International Plan of Action on Ageing, 2002

Economic and Social Council decision

2014/239	Report of the Commission on Population and Development on its forty-seventh session and provisional agenda for its forty-eighth session (Commission on Population and Development resolution 2014/1, Assessment of the status of implementation of the Programme of Action of the International Conference on Population and Development)

Economic Commission for Europe decisions

ECE/AC.23/2002/2/Rev.6	Regional Implementation Strategy for the Madrid International Plan of Action on Ageing, 2002
ECE/AC.30/2007/2	Report of the UNECE Ministerial Conference on Ageing: "A Society for All Ages: Challenges and Opportunities"

ECE/AC.30/2012/3	Ministerial declaration: "Ensuring a society for all ages: Promoting quality of life and active ageing", 2012
ECE/HBP/2013/3	Draft Strategy for Sustainable Housing and Land Management in the ECE region for the period 2014-2020
B (66)	Endorsement of the Geneva United Nations Charter on Sustainable Housing

Programme 18

Economic and social development in Latin America and the Caribbean

Overall orientation

18.1 The overall purpose of the programme is to promote the economic, social and environmentally sustainable development of Latin America and the Caribbean through international cooperation, by undertaking applied research and comparative analysis of development processes and providing the relevant normative, operational capacity development and technical cooperation services in support of regional development efforts.

18.2 The mandate for the programme, which falls within the purview of the Economic Commission for Latin America and the Caribbean (ECLAC), derives from Economic and Social Council resolution 106 (VI), by which the Council established the Commission for the purpose of contributing to and coordinating action towards the economic and social development of the region and reinforcing economic relationships among the countries of the region and with other regions and countries in the world. In 1996, pursuant to Commission resolution 553 (XXVI), the Commission was instructed, inter alia, to collaborate with Member States in the comprehensive analysis of development processes geared towards the design, monitoring and evaluation of public policies and the resulting provision of operational services in the fields of specialized information, advisory services, training and support for regional and international cooperation and coordination.

18.3 The Commission will continue to pursue key objectives shared by all the regional commissions, to support the development pillar of the United Nations, to foster economic integration at the subregional and regional levels, to promote the implementation of "Transforming our world: the 2030 Agenda for Sustainable Development" (General Assembly resolution 70/1) and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Assembly resolution 69/313), together with the internationally agreed sustainable development goals, and to facilitate sustainable development by helping to bridge economic, social and environmental gaps between and among countries in the region and the industrialized economies.

18.4 To achieve those objectives, ECLAC will continue to respond to the needs of the countries in the region, serving as a regional forum and facilitator in building regional consensus, supporting public-policy formulation to meet the development challenges facing the region and promoting and conducting multilateral dialogue, sharing knowledge and networking at the interregional, regional and subregional levels. The Commission will promote intraregional and interregional cooperation through coordinated actions with other regional commissions and will collaborate with other regional organizations, particularly with United Nations entities.

18.5 The overall strategy of the Commission for achieving the objectives of the programme is structured around 13 interdependent and complementary subprogrammes, implemented through an integrated and multidisciplinary approach.

Special efforts have been made to ensure that the gender mainstreaming strategy of the Commission is reflected throughout the present biennial programme plan.

18.6 The integration of subprogramme 4, Financing for development, which is focused on the mobilization of resources, with subprogramme 3, Macroeconomic policies and growth, is hereby proposed in response to the increasing demands from member States for analysis and policy proposals to tackle the new challenges for macroeconomic policymaking within the framework and targets of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda. A key element of both agendas is a focus on domestic resource mobilization and its complementarities with external resource mobilization. The integration of the two subprogrammes will increase the capacity to design new macroeconomic policies — fiscal, monetary and financial — geared towards mobilizing domestic and external resources in line with the goals and targets outlined in the 2030 Agenda, in particular Goal 8, "Promote inclusive and sustainable economic growth, full and productive employment and decent work for all", and Goal 17, "Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development". With regard to fiscal policy, this will permit strengthening the analysis of the links between domestic fiscal efforts and fiscal coordination and cooperation at the global level, which play a central role in assessing the capacity of countries to increase their ability to mobilize domestic financing for development. It will also facilitate the introduction of new areas of work that arise from the Addis Ababa Action Agenda, namely, illicit financial flows, tax coordination and transfer pricing, among others. Synergies resulting from the integration of the two subprogrammes will allow ECLAC to better respond to demands from member countries in these new areas, as part of the fit-for-purpose efforts carried out by the Commission.

18.7 The main guidelines and overarching orientation for the formulation of the strategic framework for the biennium 2018-2019 were drawn from the internationally agreed development goals stemming from the major United Nations conferences and summits in the economic and social fields, in particular those set forth in the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda.

18.8 In the light of a sluggish global economic recovery and a fall in commodity prices, gross domestic product (GDP) growth rates in Latin America and the Caribbean have been decreasing steadily since 2010, reflecting negative growth in 2015. One of the factors that explain this result is the slowdown in domestic demand, led by a decrease in investment. Moreover, performance has been very uneven among countries and subregions, which is associated with the varying degrees of global financial integration; exposure to the real cycle of the advanced economies; the impact of commodity prices on the terms of trade; and the different initial conditions, institutional settings and policy measures in place in each economy.

18.9 In addition, the region still carries a legacy that perpetuates inequalities and exclusion mechanisms. Regional poverty rates decreased significantly between 2002 and 2012 (from 43.9 per cent to 28.1 per cent); however, in recent years they have remained relatively constant, which raises some concern that the sustained decrease has reached a plateau. These results give rise to the need to rethink public policies in this area, in a region that remains the most unequal in the world and at a time when

Latin America's weak social protection systems are facing tremendous redistributive challenges with limited fiscal capacity.

18.10 At the same time, a new global geopolitical map is taking shape, prompting a rethinking of strategic alliances and lending greater weight and importance to South-South relations. In that context, the adoption of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda represents a change in paradigm. The 2030 Agenda seeks to be a universal agenda that integrates the economic, social and environmental dimensions as the core pillars of sustainable development. Its implementation will represent significant changes in production and consumption patterns and stake out a path towards greater equality between gender and generations, recognizing at the same time the importance of eradicating poverty until 2030.

18.11 To address this change in paradigm, considerable means of implementation are required. To achieve the Sustainable Development Goals, it is necessary to mobilize significant amounts of resources, technology and capacity in a difficult global environment. ECLAC has assumed ownership of this profound transformation.

18.12 In that regard, ECLAC advocates a single universal sustainable development agenda, with equality at its core. In order to do this, the Commission has identified as its main priorities: (a) improving macroeconomic stability and institution-building, and the region's position in the international economy; (b) increasing the region's access to international financing and domestic resource mobilization for development, as well as improving public management; (c) enhancing the region's productive potential and reducing productivity gaps to achieve convergence, with a particular emphasis on innovation and new technologies; and (d) promoting fiscal and social covenants, as well as the implementation of the 2030 Agenda for Sustainable Development, the Sustainable Development Goals and the resulting strategies and public policies, including policies and programmes on energy efficiency and climate change that take into account the outcome of the United Nations Conference of Climate Change. The above-mentioned priorities were set out in the Commission's three most recent position documents, which were presented to and approved by national Governments of Latin America and the Caribbean at the three most recent biennial sessions of the Commission.

18.13 Given the complexity of the reform processes under way in the region and the rapidly evolving demands from member States, ECLAC will continue to provide timely and relevant analysis and policy recommendations regarding development issues. The Commission will work closely with the Governments in the region and other counterpart institutions to reinforce linkages between national experiences and regional perspectives, facilitate the comparability of data and the exchange of good practices, and provide effective technical cooperation services with regard to transboundary issues under its purview.

18.14 To that end, the Commission will emphasize analytical, normative, advocacy and capacity-building work to strengthen the design of sustainable development strategies and public policies and to facilitate the continuous monitoring of their practical implementation as part of the 2030 Agenda for Sustainable Development. Operational services in the areas of specialized information, technical cooperation and training will foster cooperation, networking and the sharing of good practices at the subregional, regional and interregional levels, including South-South cooperation.

18.15 ECLAC will continue to work on the integrated and comprehensive follow-up to the world summits from a regional perspective, in particular in articulating the region's approach to the implementation of the 2030 Agenda for Sustainable Development. For that purpose, ECLAC will reinforce its leading role as the convener of the regional coordination mechanism to coordinate the work programme of the United Nations development pillar in the region, which reports to the Economic and Social Council and the General Assembly. At the same time, it is expected that the Latin American and Caribbean regional forum for the implementation of the decisions adopted at the World Summit on Sustainable Development will be fully established and carrying out its functions with the support of the ECLAC secretariat, particularly with respect to follow-up and review at the regional level, and reporting to the high-level political forum on sustainable development at the global level, thereby linking the national, regional and global dimensions in this process. The Commission will continue its active participation to foster substantive coordination among all participating entities in the Executive Committee on Economic and Social Affairs as a key global mechanism for ensuring coherence in common thematic areas among entities of the United Nations Secretariat working in the social and economic sectors.

18.16 ECLAC will continue to serve as the technical secretariat for its various subsidiary bodies: the Committee of the Whole, the Committee on South-South Cooperation, the Caribbean Development and Cooperation Committee, the Regional Conference on Women in Latin America and the Caribbean, the Regional Council for Planning, the Statistical Conference of the Americas, the Regional Conference on Population and Development in Latin America and the Caribbean, the Conference on Science, Innovation and Information and Communications Technologies and the Regional Conference on Social Development in Latin America and the Caribbean.

18.17 Collaboration will also be continued with the Bretton Woods institutions, especially the International Monetary Fund (IMF) and the World Bank, as well as with other inter-American and Ibero-American organizations such as the Organization of American States (OAS), the Inter-American Development Bank, the Ibero-American General Secretariat and the Andean Development Corporation.

18.18 Furthermore, ECLAC will reinforce its close cooperation with regional mechanisms such as the Community of Latin American and Caribbean States, the Union of South American Nations, the Caribbean Community (CARICOM), the Latin American Integration Association, the Southern Common Market (MERCOSUR), the Central American Integration System and the Bolivarian Alliance for the Peoples of Our America-Peoples' Trade Agreement. ECLAC will also strengthen its collaboration with private sector associations, non-governmental and civil society organizations, think tanks and the academic sector to promote policy dialogue and to engage them in the implementation of the sustainable development agenda.

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

Objective of the Organization: To enhance regional integration and cooperation to strengthen the role of Latin America and the Caribbean region in international trade and the global economy

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved capacity of Latin American and Caribbean countries to participate effectively in global and regional value chains	(i) Increased number of national institutions in the region formulating or adopting trade and integration policies, measures and actions to participate effectively in global and regional value chains in line with ECLAC recommendations
	(ii) Increased percentage of stakeholders (government officials, academics, representatives of the private sector, civil society and integration mechanisms, among others) who acknowledge that they have benefited from the analysis and policy recommendations contained in the publication *Latin America and the Caribbean in the World Economy* and other non-recurrent publications, to improve their countries' participation in global and regional value chains
(b) Strengthened capacity of regional stakeholders to assess the impact on, and potential contribution of trade policy to, sustainable development, including poverty reduction, gender equality, job creation, internationalization of small and medium-sized enterprises and mitigation of climate change	(i) Increased number of national institutions in the region formulating or adopting policies, measures and actions in line with ECLAC recommendations to assess the impact on and contribution of trade to sustainable development
	(ii) Increased number of public institutions and private organizations acknowledging that they have benefited from ECLAC technical cooperation services and have improved their capacities in relation to trade and sustainable development

Strategy

18.19 Responsibility for the implementation of the subprogramme rests with the International Trade and Integration Division, which works in close collaboration with the Commission's offices in Brasilia and Washington, D.C., and with other ECLAC divisions. The strategy will take into account relevant provisions relating to the Sustainable Development Goals and targets, in particular those concerning gender equality and the empowerment of women, poverty reduction, environmental sustainability, the promotion of sustainable and inclusive economic growth, the building of resilient infrastructure, the promotion of inclusive and sustainable industrialization and the fostering of innovation, the reduction of inequality within and among countries, and the global partnership for development.

18.20 The subprogramme is oriented towards strengthening the role of Latin American and Caribbean countries in world trade and the global economy by building their capacity to formulate and implement trade policies and export development strategies. Analytical studies and recommendations support stakeholders facing new challenges in international trade, trade negotiations, regional integration and international economic relations.

18.21 The subprogramme will cover the following areas of work: (a) the adjustment of national and regional trade policies to face the new challenges of the twenty-first century: innovation and technological progress, services, global and regional value chains and the internationalization of small and medium-sized enterprises, trade facilitation, new public and private standards, environmental sustainability and links with new emerging issues; (b) the negotiation, implementation and administration of trade agreements at the bilateral, regional, plurilateral and/or multilateral levels; (c) South-South trade, investment and cooperation, including the role of emerging economies; (d) the monitoring of developments in trade and regional integration in Asia and trade relations between Latin America and the Caribbean and Asia; and (e) the promotion and diversification of exports: inter-agency coordination and public-private cooperation, institutional modernization, trade facilitation and Aid for Trade initiatives, and international best practices.

18.22 The subprogramme will respond to the needs of stakeholders by providing updated information, analysis and policy recommendations to policymakers in the countries of the region and private sector institutions and other organizations at the local, subregional and regional levels. It will continue to coordinate and cooperate with the United Nations Conference on Trade and Development (UNCTAD), the World Trade Organization (WTO), the International Trade Centre, the International Labour Organization (ILO), the World Bank, the Organization for Economic Cooperation and Development (OECD), the Latin American Economic System, the Inter-American Development Bank, OAS, the United Nations regional commissions, regional development banks, various regional integration mechanisms and public, semi-public and private entities with responsibility for trade, integration and sustainable development.

Subprogramme 2
Production and innovation

Objective of the Organization: To enhance structural change, productivity growth and innovation in Latin America and the Caribbean with due consideration to the new technological paradigms, sustainable development, gender equality and linkages with the global economy

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened capacity of Latin American and Caribbean Governments to formulate policies and strategies to transform the production structure through innovation and the diffusion of technology in the production matrix, and the creation of linkages among activities, firms and sectors	(i) Increased number of policies, measures or actions adopted by countries in the region aimed at enhancing the competitiveness of production structures in line with ECLAC recommendations
	(ii) Increased number of government authorities and public institutions acknowledging that they have benefited from ECLAC technical cooperation services or analytical inputs to improve their capacities in relation to the promotion of the productivity and competitiveness of their production structures
(b) Strengthened institutional knowledge and capabilities of Latin American and Caribbean countries to foster the diversification of the production structure, to reduce the productivity gap with the developed economies, and to incorporate innovation and new technologies into production and management	(i) Increased percentage of participants in seminars, workshops or training courses of the subprogramme acknowledging that they have benefited from ECLAC technical cooperation services to improve their capacities to promote productivity convergence, encourage innovation and support the incorporation of new technologies
	(ii) Increased percentage of respondents to surveys acknowledging that they have used the analysis and policy recommendations on investment patterns, competitiveness, agricultural and rural development contained in the publications *Foreign Direct Investment in Latin America and the Caribbean*, *The Outlook for Agriculture and Rural Development in the Americas* and other selected publications of the subprogramme to strengthen their technical capacity or to support their work tasks

Strategy

18.23 The Division of Production, Productivity and Management will be responsible for the implementation of the subprogramme, in coordination with other ECLAC divisions and offices. The strategy will take into account relevant aspects of the Sustainable Development Goals, particularly those relating to the reduction of poverty by promoting productive employment, the promotion of a global partnership for development and the dissemination of the benefits of new technologies.

18.24 Emphasis will be placed on: new technologies (information and communications technology (ICT), biotechnologies for health, industry and agriculture, the convergence of nanotechnology, biotechnology, information technology and cognitive science, and new clean and sustainable energy sources), new manufacturing processes, information systems, small and medium-sized enterprise promotion policies, foreign direct investment and productive development policies.

18.25 Under the subprogramme, economic analyses will be conducted along with applied research based on the generation, processing and analysis of information and indicators; the results will be disseminated and policy recommendations will be submitted to Governments, regional bodies and other relevant stakeholders. The Division will promote policy advocacy and the exchange of experiences and best practices with respect to the dynamics of productive development among stakeholders at the regional, national and local levels through meetings, seminars and electronic forums, including the provision of technical cooperation services, specific training courses and workshops. In addition, the creation and operation of networks will be supported to generate, update and disseminate knowledge.

18.26 In order to achieve the expected results, strategic partnerships will be established with Governments and institutions, at the national and local levels and in the various subregions. The Division will bring Governments together through the organization of the Conference on Science, Innovation and Information and Communications Technologies, a subsidiary body of the Commission. Nexuses with other international organizations, especially in the United Nations system, will also be pursued, especially in the light of the need for deeper collaboration on cross-sectoral issues.

18.27 The main beneficiaries of the subprogramme will be governmental authorities and public officials of the countries in the region, civil society organizations, academic and private sector institutions and local, regional and subregional organizations. The subprogramme will continue to carry out consultations and work in close collaboration with high-level authorities responsible for innovation, rural, agricultural and industrial development, investment and the promotion of small and medium-sized enterprises, and with other organizations of the United Nations system.

Subprogramme 3
Macroeconomic policies and growth

Objective of the Organization: To achieve sustainable and inclusive economic growth in Latin American and Caribbean countries by enhancing the design and implementation of suitable macroeconomic policies and the efficient generation and allocation of necessary financing for development resources

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened capacity of policymakers and other stakeholders in Latin America and the Caribbean to analyse current and emerging macroeconomic and development financing issues	(i) Percentage of surveyed readers who acknowledge having benefited from the subprogramme's publications in terms of strengthening their capacity to analyse macroeconomic and development financing issues
	(ii) Number of references to the publications and activities of the subprogramme included in official, academic and specialized publications
(b) Increased capacity of policymakers of Latin America and the Caribbean to evaluate, design and implement macroeconomic and development financing policies on the basis of comparative policy analysis that foster sustainable and inclusive economic growth	(i) Percentage of surveyed participants in networks organized under the subprogramme who consider the work of the forums and their policy recommendations on macroeconomic and development financing policies as "useful" or "very useful" for macroeconomic and development financing policymaking
	(ii) Number of policies, measures or actions taken by economic and development policymaking authorities in line with ECLAC recommendations

Strategy

18.28 Substantive responsibility for the execution of the subprogramme rests with the Economic Development Division, which will now include the Financing for Development Unit. The Division will work in close collaboration with the ECLAC subregional and national offices.

18.29 Under the subprogramme, the Division will conduct applied research into the macroeconomic and development financing policies of Latin American and Caribbean countries, providing timely and accurate information and analyses, disaggregated by gender whenever possible, and policy options and recommendations through its recurrent and specialized publications, workshops and seminars. The Division will also support the establishment and operation of networks for the sharing of experiences and good practices and provide technical cooperation activities and advisory services, as requested.

18.30 To ensure the accuracy of information, the relevance of its publications and contribution to policy dialogues, the Division will collaborate closely with its national counterparts, namely, ministries of finance, central banks and other stakeholders concerned with macroeconomic policies, which will also be the main direct beneficiaries of the subprogramme's work. Other beneficiaries will include academia and research institutes, the private sector and civil society.

18.31 The subprogramme will work in close collaboration with institutions such as the World Bank, IMF, OECD and the Bank for International Settlements, and with United Nations bodies, in particular the Department of Economic and Social Affairs, ILO and UNCTAD. Regional partner institutions will include the Andean Development Corporation, the Latin American Association of Development Financing Institutions, the Central American Bank for Economic Integration, the Inter-American Development Bank, the Caribbean Development Bank and the Latin American Reserve Fund, among others.

Subprogramme 4
Social development and equality

Objective of the Organization: To achieve greater social and economic equality in the region and contribute to the overall well-being of the people of the region in line with the 2030 Agenda for Sustainable Development and a rights-based approach

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of the central or subnational governments in the region to formulate policies, plans and programmes that address the structural and emerging equality gaps affecting different socioeconomic and population groups, with an approach based on human rights and sustainable development	(i) Number of social policies, plans and programmes formulated, adopted or updated by central or subnational governments in countries of the region to address the structural and emerging equality gaps, in line with ECLAC recommendations (ii) Increased percentage of surveyed readers who acknowledge that they have increased their knowledge and capacity to formulate public policies, plans and programmes that address the structural and emerging equality gaps as a result of the analysis and recommendations on social policies and programmes contained in the flagship or institutional documents prepared for the Regional Conference on Social Development in Latin America and the Caribbean and/or other selected publications

(b) Strengthened technical capacity of social policy institutions to improve the effectiveness, efficiency, transparency and sustainability of their public action, and to develop synergies with other social policies, institutions and stakeholders	(i) Number of social policy institutions that acknowledge improvements in the effectiveness, efficiency, transparency and sustainability of their public action and in developing synergies with other social policies, institutions and stakeholders in accordance with the technical assistance provided by ECLAC (ii) Number of stakeholders acknowledging that they have benefited from ECLAC technical cooperation services to improve social policies and programmes towards the reduction of poverty and equality gaps

Strategy

18.32 The Social Development Division will be responsible for the implementation of the subprogramme. It will work in close collaboration with other ECLAC divisions, as well as with the Commission's subregional headquarters and national offices and with other agencies of the United Nations system. The strategy will take into account the internationally agreed development goals stemming from the major United Nations conferences in the economic and social fields, especially those deriving from the 2030 Agenda for Sustainable Development.

18.33 The strategy will consist of developing applied qualitative and quantitative research, generating analyses, disseminating results and formulating policy recommendations to strengthen the capacity of stakeholders to make sound diagnostic assessments of social issues for application in policy design and implementation, and to strengthen the existing networks in order to generate, update and disseminate relevant information and facilitate the exchange of experiences and good practices among policymakers, scholars and other stakeholders.

18.34 The main beneficiaries of the subprogramme will be government institutions of the countries of the region responsible for social policy management, regional and subregional organizations, academic institutions and other research centres and non-governmental organizations. The strategy also contemplates cooperation with other regional commissions and intergovernmental and multilateral institutions, as well as South-South cooperation.

18.35 The subprogramme will also serve as a catalyst for policy dialogue on issues pertaining to the regional agenda such as poverty eradication, social protection systems with a human rights, multidimensional and gender approach, the reduction of inequalities and citizen participation.

Subprogramme 5
Mainstreaming the gender perspective in regional development

Objective of the Organization: To mainstream a gender equality perspective into sustainable and inclusive development strategies of the Latin American and Caribbean countries

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened capacity of countries in the region to implement gender equality policies in line with the regional consensus, the 2030 Agenda for Sustainable Development and other international agreements	(i) Increased number of policies, measures or actions adopted by the countries of the region in priority areas for gender equality in the implementation of the 2030 Agenda for Sustainable Development
	(ii) Increased number of stakeholders reporting that they have benefited from using the Gender Equality Observatory for Latin America and the Caribbean to improve their work to implement gender equality policies
(b) Strengthened capacity of countries in the region to implement the agreements of the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to women's economic autonomy	(i) Increased number of policies, measures or actions adopted by the countries of the region in response to the agreements of the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean, including issues relating to sustainable development with a gender perspective
	(ii) Increased number of stakeholders reporting that they have benefited from technical cooperation from ECLAC, and from participating in horizontal South-South technical cooperation facilitated by ECLAC, to improve their work and to implement the agreements of the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean, including policy design with aspects of sustainable development with a gender perspective

Strategy

18.36 The Division for Gender Affairs will be responsible for the implementation of the subprogramme. In the light of the interdisciplinary nature of mainstreaming the gender perspective in regional development, the Division will work in close coordination with, and provide support to, ECLAC divisions and subregional and national offices. The objectives will be pursued within the framework of the internationally agreed development goals and the mandates and gender mainstreaming strategy of the Commission.

18.37 Under the subprogramme, the Division will assist the countries of the region in the development of strategies for mainstreaming the gender perspective with a rights-based approach in national policies, including their formulation, implementation and monitoring, using statistics and gender indicators. Particular attention will be devoted to women's economic autonomy in an integral framework, connected to physical autonomy and decision-making autonomy.

18.38 The subprogramme will seek to promote dialogue and strengthen the relations between public actors and other stakeholders in relation to gender equality, and will provide technical assistance to Governments in those areas.

18.39 Lastly, member States will benefit from the use of the Gender Equality Observatory for Latin America and the Caribbean and increased knowledge-sharing to shed light on the nature of current regional problems, through the wide dissemination of the main publications and findings of the subprogramme among policymakers, academics and other stakeholders at international events and key forums.

Subprogramme 6
Population and development

Objective of the Organization: To improve the integration of population issues into development policies and programmes in the countries of Latin America and the Caribbean

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased capacity of Latin American and Caribbean stakeholders concerned with population and development matters to monitor population trends and address population and development issues, with a gender-sensitive approach, for use in sociodemographic policies and programmes	(i) Increased number of Latin American and Caribbean stakeholders concerned with population and development issues who acknowledge using demographic knowledge, methodologies and tools, and information on population and development generated by ECLAC for use in development policies and programmes
	(ii) Increased percentage of surveyed participants in seminars, workshops, training courses or technical cooperation activities acknowledging that they have benefited from ECLAC technical cooperation services in the areas of monitoring population trends and tackling population and development issues for use in sociodemographic policies and programmes

(b) Increased technical capacity of Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Framework of Action for the follow-up to the Programme of Action of the International Conference on Population and Development beyond 2014, the Montevideo Consensus on Population and Development, the Madrid International Plan of Action on Ageing and other international agreements related to those issues	Increased number of policies, measures or actions taken by Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Framework of Action for the follow-up to the Programme of Action of the International Conference on Population and Development beyond 2014, the Montevideo Consensus on Population and Development, the Madrid International Plan of Action on Ageing and other international agreements related to those issues

Strategy

18.40 The Latin American and Caribbean Demographic Centre — Population Division of ECLAC will be responsible for the implementation of the subprogramme, which will be guided by the Montevideo Consensus on Population and Development and centred on the full integration of population dynamics into rights-based sustainable development with equality.

18.41 The work of the subprogramme will be undertaken in close collaboration with other ECLAC divisions, in particular the Social Development Division, the Division for Gender Affairs, the Statistics Division, the Sustainable Development and Human Settlements Division and the subregional headquarters for the Caribbean in Port of Spain.

18.42 The strategy will envisage the following lines of work: (a) providing training on demography and population studies to technical staff in national and local institutions so as to enhance the capacities of countries to monitor population trends and tackle population and development issues; (b) providing technical support in the follow-up to the Programme of Action of the International Conference on Population and Development beyond 2014, in the implementation of the Montevideo Consensus on Population and Development, in the fulfilment of the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, and in the monitoring of the goals related to population and development and the goals stemming from the 2030 Agenda for Sustainable Development; (c) analysing demographic trends, population estimates and projections in the region; (d) improving the use of census data, vital statistics and surveys through the generation of data and the development of procedures, computer programs and information systems; and (e) providing technical assistance to countries in the region for the inclusion of sociodemographic inputs in social programming at the national and local levels for decision-making in the design and implementation of public policies.

18.43 Specialized advisory and technical cooperation services will be provided and workshops and seminars held to facilitate horizontal cooperation, networking and the sharing of experiences. In addition, applied research and analysis will be carried out and disseminated through publications serving as reference material for countries. ICT will be used to widely disseminate sociodemographic data in order to make the subprogramme's products available as a public good.

18.44 The main beneficiaries will be government authorities and officials, particularly those working on population-related issues. Other beneficiaries will include public, private and civil society entities responsible for the design and management of programmes and projects at the national and local levels, professional associations, universities and other academic institutions.

18.45 The subprogramme will work closely with the Population and Statistics Divisions of the Department of Economic and Social Affairs of the United Nations and the other entities of the Executive Committee on Economic and Social Affairs that participate in the population cluster, with specialized bodies such as the United Nations Population Fund, the Pan-American Health Organization/World Health Organization, the United Nations Children's Fund, ILO, the United Nations Entity for Gender Equality and the Empowerment of Women, the Food and Agriculture Organization of the United Nations, the United Nations Educational, Scientific and Cultural Organization, the United Nations Development Programme (UNDP) and the United Nations Human Settlements Programme (UN-Habitat), and with intergovernmental organizations such as OAS, the International Organization for Migration, the World Bank, the Ibero-American Youth Organization, the Inter-American Development Bank and the Ibero-American General Secretariat. The Latin American and Caribbean Demographic Centre — Population Division is also expected to remain the lead entity in Latin America and the Caribbean in the inter-agency working group on international migration.

Subprogramme 7
Sustainable development and human settlements

Objective of the Organization: To improve the integration of environmental, climate change and urban management issues into economic, social and land-use policies in the framework of sustainable development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased capacity of Latin American and Caribbean countries to integrate sustainability criteria into development policies and measures, particularly in relation to sustainable development, climate change adaptation and mitigation measures and human settlements	(i) Increased number of policies, measures or actions adopted by countries in the areas of sustainable development, climate change and human settlements, in line with ECLAC recommendations (ii) Percentage of surveyed participants in meetings, workshops and training courses acknowledging that they have benefited from the ECLAC analysis and policy recommendations on sustainable development, climate change and human settlements to integrate sustainability criteria into their work on development policies and measures

(b) Enhanced capacity of the Governments of the region and other stakeholders to follow up and make progress in the implementation of international agreements relating to sustainable development, climate change and human settlements	Increased number of policy actions, measures or steps undertaken by Governments and other stakeholders in the region that follow up on and make progress in the implementation of international agreements relating to sustainable development, including urban development, in line with ECLAC recommendations

Strategy

18.46 The Sustainable Development and Human Settlements Division will be responsible for the implementation of the subprogramme, working in close coordination with other ECLAC divisions and offices, in order to mainstream the integration of environmental concerns with respect to climate change in the context of the Sustainable Development Goals and the 2030 Agenda for Sustainable Development.

18.47 The work of the subprogramme will focus on three main areas: (a) the evaluation of the advances made in integrating environmental aspects of sustainable development and sustainability criteria into public policies (Sustainable Development Goals 9 and 12), namely, green fiscal policy, environmentally sensible investment, urban development and sectoral areas, and institution-building for environmental management, including Principle 10 of the Rio Declaration on Environment and Development; and the follow-up to international and regional agreements on sustainable development, with reference to how the environment pillar is addressed; a key milestone in the process will be the support for the high-level political forum on sustainable development and the implementation of the 2030 Agenda for Sustainable Development in the region; (b) public policies for the sustainability of human settlements and the implementation of the 2030 Agenda (Sustainable Development Goals 11 and 13), including the outcomes of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III); and (c) climate change (Sustainable Development Goals 9, 10, 12, 13 and 15), which constitutes a key issue on the regional agenda, as there is a vast potential for integrating environmental, sectoral and economic policies, considering at the same time risk management activities to adapt to climate variability.

18.48 The main beneficiaries of the subprogramme will be the authorities responsible for sustainable development and those responsible for human settlements. Economic and sectoral authorities are an important target group for mainstreaming sustainable development and climate change issues into areas that extend beyond environmental institutions. Other beneficiaries will include regional and subregional organizations, universities, academic research centres, business sectors and non-governmental organizations. The strategy will also include creating networks with a wide range of stakeholders in the environmental sphere and the economic and social sectors relating to climate change, including government institutions, civil society organizations, private sector representatives and relevant sectoral bodies.

18.49 In implementing the subprogramme, the Division will continue to hold consultations and undertake joint actions with the specialized agencies, programmes and funds of the United Nations system, including UNDP, the United Nations

Environment Programme and UN-Habitat, as well as with regional and subregional development banks that deal with environmental issues. Under the umbrella of the regional coordination mechanism, the subprogramme leads inter-agency joint documents on sustainable development.

Subprogramme 8
Natural resources and infrastructure

Objective of the Organization: To improve the sustainable management of natural resources and infrastructure services in Latin American and Caribbean countries and to increase competitiveness and socioeconomic development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services	(i) Increased number of new policies, measures or actions adopted by countries of the Latin American and Caribbean region in the areas of the sustainable management of natural resources and the provision of public utilities and infrastructure services in line with ECLAC recommendations
	(ii) Increased number of stakeholders acknowledging that they have benefited from ECLAC technical cooperation services to improve their work in the area of the sustainable management of natural resources and the provision of public utilities and infrastructure services
(b) Enhanced coordination and policy harmonization on the sustainable management of natural resources and the provision of public utilities and infrastructure services at the subregional and regional levels	Increased number of public, academic and business institutions taking action to coordinate or harmonize policies for the management of natural resources and/or for the provision of public utilities and infrastructure services at the subregional and regional levels in line with ECLAC recommendations

Strategy

18.50 The Natural Resources and Infrastructure Division will be responsible for implementing the subprogramme, in close coordination with other ECLAC divisions and offices. The subprogramme will provide stakeholders of the region with analytical studies and systematized information and data regarding the regulation and management of natural resources and the provision of public utilities and infrastructure services in the context of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals.

18.51 Priority will be given to the provision of technical assistance and advisory services to countries, at their request, in the spheres of the management of mineral, energy and water resources, with particular emphasis on their economic and social impacts, and also regarding the policies on and regulation of the provision of public utilities and infrastructure services. Support will be given to discussion forums to disseminate new policy options and the functioning of knowledge networks for the sharing of good practices and lessons learned. The subprogramme will also carry out training activities for decision makers, public officials and experts in the above-mentioned areas.

18.52 To deepen the catalytic role of ECLAC in the management of natural resources, the subprogramme is proposing the creation of a centre for the governance of natural resources, both extractive (oil and mining) and renewable (arable land, forest resources and maritime resources), aimed at responding to the governmental requests generated as a result of the high-level round table entitled "Towards a vision on natural resource governance for equality in Latin America and the Caribbean", held in Santiago in January 2015. ECLAC has been requested to propose a regional vision on natural resources. The idea of structuring a dedicated centre in the Natural Resources and Infrastructure Division, within existing resources, also comes from the positive experience of the Economic Commission for Africa in that respect.

18.53 The centre would allow for: (a) a forum for discussion with the objective of helping to build a common regional vision on governance; (b) an entity providing technical assistance for countries, to promote the transformative role of natural resources in the full development of the region; (c) a focal point for the systematization of databases and indicators of common interest for the region; (d) a regional reference in terms of the provision of technical advisory and capacity-building services on the matter; and (e) the fostering of convergence among the several areas of knowledge related to natural resources governance, namely, the water-energy nexus, infrastructure requirements and fiscal management, among others.

18.54 In the area of infrastructure services, two principal lines of intervention are envisaged: (a) monitoring the evolution of the economic infrastructure gap in the region and its impact on sustainable development; and (b) promoting the paradigm shift in public policies on infrastructure, particularly those dealing with logistics and mobility.

18.55 The main beneficiaries of the subprogramme will be government authorities and country officials concerned with the areas of management for the sustainable development of natural resources, energy issues, and infrastructure and transport services. Other beneficiaries will include regional and subregional organizations, universities, academic research centres and technical, professional, labour and business organizations. Under the subprogramme, the Division will continue to consult and work in close collaboration with other agencies of the United Nations system and other organizations concerned with the areas of mining, energy and water resources, including the Latin American Energy Organization, the Union of South American Nations, the Permanent Secretariat of the General Treaty on Central American Economic Integration, the Latin American Parliament, the Community of Latin American and Caribbean States, MERCOSUR, the Ibero-American Association of Energy Regulatory Entities, the Inter-American Committee on Ports, the American Association of Port Authorities, the International Association of

Maritime Economists, the Central American Commission on Maritime Transport and bilateral and multilateral organizations such as the World Bank, the Inter-American Development Bank, the Andean Development Corporation, the Fund for the Plata Watershed, the Water Regulators' Association of the Americas, CARICOM, the Mesoamerican Integration and Development Project, the World Energy Council and the Global Sustainable Electricity Partnership.

Subprogramme 9
Planning of public administration

Objective of the Organization: To improve planning processes in the region within the framework of the 2030 Agenda for Sustainable Development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthening of competencies and capabilities in the countries of Latin America and the Caribbean in matters of planning and public administration for development with a regional perspective and gender sensitivity	(i) Increased number of planning processes in Latin America and the Caribbean in which contributions of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) are acknowledged by countries
	(ii) Increased number of participants who acknowledge having benefited from the training services provided by the subprogramme to develop more efficient planning and public administration programmes
	(iii) Increased percentage of readers who acknowledge having benefited from the analysis and recommendations contained in publications prepared by the subprogramme to develop more efficient planning and public administration programmes
(b) Increased coordination and exchange of best practices, and enhanced cooperation between Governments in the region and other stakeholders in matters of planning and public administration for development	(i) Increased number of public agencies and other key stakeholder organizations that participate in seminars and networks supported by the subprogramme that acknowledge enhanced cooperation, improved institutional coordination and best practices feedback
	(ii) Increased percentage of participants in forums supported by the subprogramme who acknowledge having benefited from activities and improved their coordination and exchange with participants from other Governments of the region

Strategy

18.56 The general objective of ILPES is the provision of technical cooperation services and support to member countries to strengthen States in their exercise of planning and public administration for the purposes of sustainable and inclusive development. The 2030 Agenda for Sustainable Development is a pertinent reference to mainstream ILPES interventions in the framework of the development strategies and priorities of countries, by providing high-value-added services, such as studies, technical advice, training and the development of networks and communities of practice.

18.57 The preparation of the strategy and the identification of its basic components are underpinned by the Institute's work and dialogue with countries and by the systematization of their requests in terms of planning subjects and areas and the types of services requested. The strategy comprises three components. First, ILPES will coordinate the knowledge dissemination and dialogue among the planning authorities in relation to public administration and development planning experiences and good practices. The Institute has been testing two systems for that purpose: planning dialogues with high-level authorities and a repository of development plans. The second component will identify and develop the areas of planning and public administration proposed for the Institute's work, in a context of new expressions of cooperation. The third component will strengthen States in three key areas of their work: human capital competencies, the strengthening of institutions, and the relationship with citizens achieved through open government policies (by articulating and mainstreaming transparency, access to public information, accountability, open data, citizen participation, collaboration and civic innovation into policies). This will be achieved through courses, advisory services, in situ training and workshops, networks of experts and former students, and communities of practice.

Subprogramme 10
Statistics

Objective of the Organization: To improve the production, dissemination and use of quality and timely statistics for evidence-based decision-making in the economic, social and environmental fields in the region

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Progress in the implementation of the decennial strategic plan of the Statistical Conference of the Americas	(i) Increased percentage of subject areas of the strategic plan for which specific actions were implemented
	(ii) Number of methodological proposals, new indicators and statistical analysis and dissemination methods to be used by national statistical institutions of the region to improve their statistical architecture and processes in the production of national official statistics, developed by the working groups of the Statistical Conference of the Americas, with the support of ECLAC

(b) Increased technical capacity of Latin American and Caribbean countries to monitor economic, environmental and social trends and to formulate evidence-based policies	(i) Increased percentage of compliance by countries of the region with the System of National Accounts 2008 and incorporated satellite accounts, including in particular the System of Environmental-Economic Accounting 2012, in accordance with international recommendations and their own requirements, after receiving relevant technical support from ECLAC
	(ii) Increased number of actions taken by countries to implement ECLAC recommendations aimed at developing statistics to monitor economic, environmental and social trends
	(iii) Increased percentage of stakeholders recognizing that they have used statistical information coming from the ECLAC Statistical Yearbook or CEPALSTAT to present or analyse national and regional data for their work

Strategy

18.58 The Statistics Division will be responsible for the implementation of the subprogramme. The Division will work in close collaboration with all other ECLAC divisions and offices in areas such as gender-sensitive indicators, the use of economic indicators and demographic data, the provision of data from household surveys and other social indicators, the development of environmental indicators and the provision of information to follow up and review the progress made on the implementation of the Sustainable Development Goals.

18.59 The strategy for reaching the established objective will be based on three main lines of activities: (a) activities aimed at increasing the development of methodological statistics in the region, as well as promoting initiatives leading to the development of region-specific indicators; (b) the provision of specialized advisory services to strengthen the technical and institutional capacities of countries in the area of statistics, including the organization of meetings and seminars, the promotion of South-South cooperation and the development of networks to strengthen the harmonization of statistics and coordination of initiatives; and (c) the promotion of best practices in methodologies for official statistics and the dissemination of data. The activities of the subprogramme will also reflect the decisions taken by the Statistical Conference of the Americas of ECLAC, in particular those related to the implementation of the 2030 Agenda for Sustainable Development, and will be closely coordinated with those of the working groups of the Conference. The subprogramme will act as coordinator of regional and global activities.

18.60 The main beneficiaries of the subprogramme will be the national statistical systems of the region, the private sector, academia and civil society. Main partners will be the Statistics Division of the Department of Economic and Social Affairs, the regional commissions and other United Nation statistics entities. Collaboration with other international agencies (such as the Inter-American Development Bank, ILO, IMF, the World Bank and WTO) and international expert groups (such as the Intersecretariat Working Group on National Accounts) will also be reinforced. Furthermore, through the active participation of the subprogramme in global events (in particular the Statistical Commission and the Committee for the Coordination of Statistics Activities), region-specific experiences, features and positions will be conveyed to global forums.

18.61 Cooperation with bilateral and multilateral partners will be enhanced, and major emphasis will be placed on promoting the adoption of new international recommendations and standards, facilitating the participation of countries in the International Comparison Programme, improving basic economic, environmental and social statistics, and developing methodologies and indicators for the measurement of monetary and multidimensional poverty, inequality, social cohesion and other aspects of welfare.

18.62 The visibility of the work of the subprogramme will be further strengthened through the continuous updating and development of the Commission's statistics website and its online economic, environmental and social statistics and indicators database, CEPALSTAT. The Commission's main publications and findings will be widely disseminated among policymakers, academics and other stakeholders both within and outside the region at international events and key forums.

Subprogramme 11
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

Objective of the Organization: To enhance dynamic growth, structural transformation and sustainable and inclusive development with equality, within a robust and democratic institutional framework aligned with the internationally agreed sustainable development goals of the 2030 Agenda for Sustainable Development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened institutional capacity of the countries in the subregion to address economic and social issues, particularly regarding multidimensional equality (including gender, ethnicity and territory) and ending poverty	(i) Increased number of governmental institutions in the subregion that consider ECLAC analysis and policy recommendations in the formulation of their respective social and economic national development agendas, particularly those relating to multidimensional equality and ending poverty
	(ii) Increased number of key stakeholders who acknowledge that they have benefited from ECLAC outputs and services to address economic and social issues, particularly regarding multidimensional equality (including gender, ethnicity and territory) and ending poverty

(b) Increased technical capacity of the countries in the subregion to design, implement and evaluate policies and measures for economic development and structural transformation, trade and integration, and sustainable development, including energy, agriculture and climate change, among others	(i) Increased number of governmental, private sector and academic institutions in the subregion that consider ECLAC analysis, methodologies and policy recommendations in the formulation of policies and measures for economic development and structural transformation, trade and integration, and sustainable development, including energy, agriculture and climate change, among others
	(ii) Increased number of key stakeholders who acknowledge having benefited from ECLAC products and services to design, implement and evaluate policies and measures for economic development and structural transformation, trade and integration, and sustainable development, including energy, agriculture and climate change, among others

Strategy

18.63 The subprogramme focuses on the countries of Central America, Cuba, the Dominican Republic, Haiti and Mexico and will be executed by the ECLAC subregional headquarters in Mexico in close coordination with other ECLAC divisions and offices. The strategy to be followed will focus on the national development agendas and strategic reforms and their economic, social and sectoral impacts; social pacts for equality; migration and young populations; social inclusion in a context of violence; a long-term subregional energy development strategy; trade facilitation and promotion of the social and sustainability benefits of trade; the strengthening of subregional integration; industrial policies and value chains; macroeconomic modelling for key public sector planning entities; and sustainable and inclusive climate change adaptation with joint benefits associated with the transition towards environmentally sustainable economies with low greenhouse gas emissions. The strategy will also place particular emphasis on the relevant provisions of the 2030 Agenda for Sustainable Development, in particular with respect to ending poverty and hunger, promoting sustained, inclusive and sustainable economic growth and productivity, fostering innovation, furthering gender equality and empowering all women and girls, supporting sustainable agriculture and the management of energy, and climate change adaptation and the reduction of greenhouse gas emissions.

18.64 The subprogramme strategy will consist of efforts to strengthen the capacity of countries to formulate strategies and policies that promote subregional and regional cooperation. It will focus on generating, disseminating and applying innovative and sound approaches to addressing the subregion's development challenges. Under the subprogramme, ECLAC will undertake analytical work, including the recommendation of policy options for consideration by member States, taking into full consideration their different national contexts. Work will focus on continuing to strengthen multisectoral and interdisciplinary analysis, processing and systematizing data for the maintenance and updating of relevant databases, and developing analytical models with quantitative and qualitative tools.

The Commission's subregional headquarters in Mexico will further increase its close collaboration and cooperation with national stakeholders and regional integration institutions in order to strengthen their capacities through the provision of advisory services, training and fellowships and the organization and promotion of forums to facilitate policy dialogue.

18.65 The main beneficiaries of the subprogramme will be government authorities and officials of the countries of the region, civil society entities and academic and private sector institutions, and subregional and regional entities, such as those involved in the Central American integration scheme.

Subprogramme 12
Subregional activities in the Caribbean

Objective of the Organization: To strengthen the sustainable development process in the Caribbean in its economic, social and environmental dimensions and enhance the subregion's cooperation with Latin America

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved capacity of countries in the subregion to address economic, social and environmental development issues in an integrated manner	(i) Increased number of policies, programmes and measures in the areas of economic, social and environmental development formulated, adopted or updated by countries of the subregion, informed by ECLAC analyses and recommendations
	(ii) Increased number of government institutions, policymakers and other stakeholders acknowledging that they have benefited from ECLAC products and services to improve their work and better address economic, social and environmental development needs
(b) Improved institutional capacity in countries of the subregion in the pursuit and achievement of the targets of the major subregional, regional and/or international agreements in the economic, social and environmental fields, including the Sustainable Development Goals	Increased number of policies, programmes and measures adopted or updated to address the major subregional, regional and/or international agreements in the economic, social and environmental fields, including the Sustainable Development Goals, in line with ECLAC technical input, analyses and recommendations
(c) Enhanced subregional dialogue, cooperation and collaboration in the Caribbean to articulate and formulate strategic responses to the Sustainable Development Goals and other economic, social and environmental development needs	Increased number of Caribbean institutions and other stakeholders engaged in subregional dialogue and/or cooperation and collaboration mechanisms coordinated by ECLAC that advance the economic, social and environmental development of the countries of the subregion

Strategy

18.66 The implementation of the subprogramme rests with the ECLAC subregional headquarters in Port of Spain. The strategy is built on four pillars. First, the implementation of the activities will occur within the context of coordination and collaboration with other divisions of ECLAC and the wider United Nations system. Secondly, as the secretariat for the Caribbean Development and Cooperation Committee, the subregional headquarters for the Caribbean will, through alignment with the guidance provided by the Committee and the identification of priority areas and development challenges, ensure the continued relevance of the work of the subregional headquarters to the needs of the subregion. Thirdly, the activities will facilitate the active engagement of Caribbean countries in the follow-up to global conferences, including those deriving from the Sustainable Development Goals, which underpin the 2030 Agenda for Sustainable Development. Fourthly, the response to the development needs of the countries served by the subprogramme will adopt a multidisciplinary approach, including: (a) promoting financing for development, sound fiscal management and market diversification, in the context of assimilating Caribbean economies into the global economy; (b) broadening the monitoring mechanism for measuring progress in the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway; (c) facilitating wider application of ICT for development and knowledge management; (d) enhancing the role of social development in the context of the broader sustainable development process; and (e) strengthening the statistical capacity of Caribbean countries to support more effective evidence-based policymaking.

18.67 To that end, the subregional headquarters will undertake research and analysis with regard to the emerging issues and challenges facing the Caribbean and work closely with Caribbean development partners, namely, the CARICOM secretariat and CARICOM-related institutions, the Association of Caribbean States secretariat, the Organisation of Eastern Caribbean States secretariat, the Caribbean Development Bank, the Caribbean Development Fund and the Eastern Caribbean Central Bank, and international development partners such as the Canadian International Development Agency, the German Agency for International Cooperation, the Inter-American Development Bank and the European Union, to inform policymaking in Caribbean countries, including through the provision of advisory and technical cooperation services. Ultimately, the visibility of the work and major achievements of the subregional headquarters will be enhanced through a vibrant outreach programme, including more active engagement of Caribbean countries.

Subprogramme 13
Support for regional and subregional integration and cooperation processes and organizations

Objective of the Organization: To enhance regional and subregional integration processes, their convergence, and the participation of Latin America and the Caribbean in interregional and global political dialogues

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved capacity of regional and subregional mechanisms to deepen their integration processes and promote their convergence	(i) Increased number of technical and substantive inputs provided by the Commission that are used to facilitate regional debate and consensus-building on social (including gender equality), economic and sustainable development issues, at the request of regional and subregional mechanisms
	(ii) Increased number of joint activities or initiatives in which various regional and subregional schemes and mechanisms participate to deepen their integration processes and promote their convergence
(b) Enhanced political dialogue of regional and subregional schemes with third parties and extraregional actors	(i) Increased number of technical and substantive inputs provided by the Commission that are used to facilitate regional dialogue and allow agreements with third parties, including extraregional partners or mechanisms, on social issues (including gender equality), economic and sustainable development issues, at the request of regional and subregional mechanisms
	(ii) Increased number of instances in which regionally agreed positions are presented in global forums or summits with technical support from ECLAC

Strategy

18.68 Responsibility for the implementation of the subprogramme rests with the Office of the Secretary of ECLAC, which reports to the Office of the Executive Secretary of the Commission. Given its multidisciplinary approach, the subprogramme will work in close coordination with the rest of the ECLAC substantive divisions and the subregional and national offices.

18.69 The strategy will focus on providing technical and logistical support to the Latin American and Caribbean integration and cooperation organizations, mechanisms and coordination schemes, both in support of their own agendas, in their convergence efforts and initiatives and in external interactions with third parties, in order to strengthen regional and subregional groups and schemes in Latin America and the Caribbean, which will help those organizations to build consensus concerning new challenges in regional integration and cooperation, pursue social, economic and sustainable development and engage in political dialogue with third parties. Assistance will also be provided in the follow-up to agreements and their respective implementation mechanisms.

18.70 The Office of the Secretary of the Commission will work closely with the Community of Latin American and Caribbean States, the Union of South American Nations, the Andean Community, CARICOM, the Latin American Integration Association, MERCOSUR, the Bolivarian Alliance for the Peoples of Our America-Peoples' Trade Agreement and the Central American Integration System. Collaboration with other bilateral and multilateral cooperation partners will be enhanced.

18.71 The main beneficiaries of the subprogramme will be the Governments of the region and officials involved with all the integration processes in the economic, social, and political spheres, as well as other stakeholders from the business and civil society sectors.

18.72 Lastly, the subprogramme will seek to ensure the visibility of its work through a dynamic outreach programme, including active engagement with member States, the wide dissemination of publications and findings at international events and relevant conferences, and participation in key forums involving relevant policymakers, academics and other stakeholders from both within and outside the region.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
58/269	Strengthening of the United Nations: an agenda for further change
59/57	*A Fair Globalization: Creating Opportunities for All* — report of the World Commission on the Social Dimension of Globalization
60/1	2005 World Summit Outcome
60/4	Global Agenda for Dialogue among Civilizations
63/260	Development-related activities
64/172	The right to development
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
64/289	System-wide coherence
65/1	Keeping the promise: united to achieve the Millennium Development Goals

66/71	International cooperation in the peaceful uses of outer space
66/84	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/155	The right to development
66/157	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity
66/161	Globalization and its impact on the full enjoyment of all human rights
66/210	Role of the United Nations in promoting development in the context of globalization and interdependence
66/213	Fourth United Nations Conference on the Least Developed Countries
66/215	Second United Nations Decade for the Eradication of Poverty (2008-2017)
66/216	Women in development
66/288	The future we want
67/140	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond
67/164	Human rights and extreme poverty
67/217	Towards a New International Economic Order
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
67/230	The role of the United Nations in promoting a new global human order
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
68/4	Declaration of the High-level Dialogue on International Migration and Development
68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals
68/158	The right to development
68/198	Information and communications technologies for development
68/201	International financial system and development
68/202	External debt sustainability and development

68/204	Follow-up to the International Conference on Financing for Development
68/210	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
68/220	Science, technology and innovation for development
68/222	Development cooperation with middle-income countries
68/226	Second United Nations Decade for the Eradication of Poverty (2008-2017)
68/230	South-South cooperation
68/234	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
69/313	Addis Ababa Action Agenda of the Third International Conference on Finance for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Economic and Social Council resolutions and decisions

2004/310	Implementation of and follow-up to major United Nations conferences and summits
2012/2	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to education
2012/9	Poverty eradication
2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2013/5	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2013/16	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2013/44	Follow-up to the International Conference on Financing for Development

Economic Commission for Latin America and the Caribbean resolutions

650 (XXXIII)	Brasilia Resolution
666 (XXXIV)	San Salvador Resolution
690 (XXXV)	Lima Resolution

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

General Assembly resolutions

63/199	International Labour Organization Declaration on Social Justice for a Fair Globalization
66/210	Role of the United Nations in promoting development in the context of globalization and interdependence
68/199	International trade and development
69/227	Towards a New International Economic Order

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
608 (XXX)	Promotion of coordination in studies and activities concerning South America

Subprogramme 2
Production and innovation

General Assembly resolutions and decisions

60/252	World Summit on the Information Society
63/199	International Labour Organization Declaration on Social Justice for a Fair Globalization
63/277	Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development
64/140	Improvement of the situation of women in rural areas
65/175	Industrial development cooperation
66/195	Agricultural technology for development
66/211	Science and technology for development
66/217	Human resources development
66/220	Agriculture development and food security
67/202	Entrepreneurship for development
67/225	Industrial development cooperation
67/564	Board of the 10-year framework of programmes on sustainable consumption and production patterns

Economic and Social Council resolutions and decisions

2008/18	Promoting full employment and decent work for all

2009/5	Recovering from the crisis: a Global Jobs Pact
2009/7	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2009/220	Report of the Secretary-General on enhanced cooperation on public policy issues pertaining to the Internet
2010/2	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2010/3	Science and technology for development
2011/37	Recovering from the world financial and economic crisis: a Global Jobs Pact
2015/26	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2015/27	Science, technology and innovation for development

Economic Commission for Latin America and the Caribbean resolutions

653 (XXXIII)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean
672 (XXXIV)	Establishment of the Conference on Science, Innovation and Information and Communications Technologies of the Economic Commission for Latin America and the Caribbean

Subprogramme 3
Macroeconomic policies and growth

General Assembly resolutions

63/199	International Labour Organization Declaration on Social Justice for a Fair Globalization
63/277	Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
63/305	Establishment of an ad hoc open-ended working group of the General Assembly to follow up on the issues contained in the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)

65/146	Innovative mechanisms of financing for development
65/313	Follow-up to the Conference on the World Financial and Economic Crisis and Its Impact on Development
66/188	Addressing excessive price volatility in food and related financial and commodity markets
67/12	Cooperation between the United Nations and the Latin American and Caribbean Economic System
67/217	Towards a New International Economic Order
67/218	Promoting transparency, participation and accountability in fiscal policies
67/300	Modalities for the sixth High-level Dialogue on Financing for Development

Economic and Social Council resolutions

2008/16	Committee of Experts on International Cooperation in Tax Matters
2008/18	Promoting full employment and decent work for all
2009/5	Recovering from the crisis: a Global Jobs Pact
2009/30	A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up
2011/39	Follow-up to the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development: consideration of the possible establishment of an ad hoc panel of experts
2013/24	Committee of Experts on International Cooperation in Tax Matters

Economic Commission for Latin America and the Caribbean resolutions

654 (XXXIII)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields
655 (XXXIII)	Caribbean Development and Cooperation Committee
669 (XXXIV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields

Subprogramme 4
Social development and equality

General Assembly resolutions

64/130	Policies and programmes involving youth
64/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
64/134	Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding
64/139	Violence against women migrant workers
64/164	Elimination of all forms of intolerance and of discrimination based on religion or belief
64/215	Legal empowerment of the poor and eradication of poverty
65/183	United Nations Literacy Decade: education for all
65/199	Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
65/211	Elimination of all forms of intolerance and of discrimination based on religion or belief
65/212	Protection of migrants
65/240	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
66/121	Policies and programmes involving youth
66/123	Cooperatives in social development
66/126	Preparations for and observance of the twentieth anniversary of the International Year of the Family
66/127	Follow-up to the Second World Assembly on Ageing
66/128	Violence against women migrant workers
66/132	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
66/140	The girl child
66/141	Rights of the child
66/143	Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance

66/144	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
66/150	Torture and other cruel, inhuman or degrading treatment or punishment
66/158	The right to food
66/160	International Convention for the Protection of All Persons from Enforced Disappearance
66/164	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms
66/165	Protection of and assistance to internally displaced persons
66/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
66/168	Elimination of all forms of intolerance and of discrimination based on religion or belief
66/172	Protection of migrants
66/173	Follow-up to the International Year of Human Rights Learning
66/217	Human resources development

Economic and Social Council resolutions

2009/5	Recovering from the crisis: a Global Jobs Pact
2011/23	Committee of Experts on International Cooperation in Tax Matters
2012/11	Mainstreaming disability in the development agenda
2014/32	Establishment of the Regional Conference on Social Development in Latin America and the Caribbean
2015/3	Social dimensions of the New Partnership for Africa's Development
2015/4	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the post-2015 development agenda

Economic Commission for Latin America and the Caribbean resolutions

657 (XXXIII)	Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean
685 (XXXV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields

686 (XXXV)	Application of Principle 10 of the Rio Declaration on Environment and Development in Latin America and the Caribbean
687 (XXXV)	The regional dimension of the post-2015 development agenda
688 (XXXV)	South-South cooperation
691 (XXXV)	Ministerial Conference on the Information Society in Latin America and the Caribbean

Subprogramme 5
Mainstreaming the gender perspective in regional development

General Assembly resolutions

63/174	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
66/128	Violence against women migrant workers
66/140	The girl child
66/165	Protection of and assistance to internally displaced persons
66/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
66/173	Follow-up to the International Year of Human Rights Learning
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons
67/145	Trafficking in women and girls
67/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
67/149	Office of the United Nations High Commissioner for Refugees
67/152	Rights of the child
67/172	Protection of migrants
67/174	The right to food
67/185	Promoting efforts to eliminate violence against migrants, migrant workers and their families
67/190	Improving the coordination of efforts against trafficking in persons
68/137	Violence against women migrant workers
68/138	Convention on the Elimination of All Forms of Discrimination against Women
68/139	Improvement of the situation of women in rural areas
68/141	Office of the United Nations High Commissioner for Refugees

68/160	Enhancement of international cooperation in the field of human rights
68/172	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
68/177	The right to food
68/180	Protection of and assistance to internally displaced persons
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders
68/191	Taking action against gender-related killing of women and girls
68/192	Improving the coordination of efforts against trafficking in persons
68/228	Human resources development
69/61	Women, disarmament, non-proliferation and arms control
69/132	Global health and foreign policy
69/146	Follow-up to the Second World Assembly on Ageing
69/147	Intensification of efforts to eliminate all forms of violence against women and girls
69/149	Trafficking in women and girls
69/151	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
69/152	Office of the United Nations High Commissioner for Refugees
69/156	Child, early and forced marriage
69/157	Rights of the child
69/158	Protecting children from bullying
69/167	Protection of migrants
69/176	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
69/177	The right to food
69/187	Migrant children and adolescents
69/183	Human rights and extreme poverty
69/236	World Survey on the Role of Women in Development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Economic and Social Council resolutions

2008/33	Strengthening coordination of the United Nations and other efforts in fighting trafficking in persons
2009/15	Future organization and methods of work of the Commission on the Status of Women
2009/16	Working Group on Communications on the Status of Women of the Commission on the Status of Women
2012/16	Promoting efforts to eliminate violence against migrants, migrant workers and their families
2014/2	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all

Economic Commission for Latin America and the Caribbean resolutions

615 (XXXI)	International migration
657 (XXXIII)	Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean
658 (XXXIII)	Regional Conference on Women in Latin America and the Caribbean
667 (XXXIV)	Regional Conference on Women in Latin America and the Caribbean
677 (XXXV)	Regional Conference on Women in Latin America and the Caribbean
690 (XXXV)	Lima resolution

Subprogramme 6
Population and development

General Assembly resolutions

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
59/174	Second International Decade of the World's Indigenous People
61/295	United Nations Declaration on the Rights of Indigenous People
64/139	Violence against women migrant workers
65/198	Indigenous issues
68/134	Follow-up to the Second World Assembly on Ageing
68/137	Violence against women migrant workers

68/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
68/149	Rights of indigenous peoples
68/151	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
68/172	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
68/179	Protection of migrants

Economic and Social Council decisions

2012/232	Special session of the General Assembly on follow-up to the International Conference on Population and Development beyond 2014
2013/237	Report of the Commission on Population and Development on its forty-sixth session and provisional agenda for its forty-seventh session

Economic Commission for Latin America and the Caribbean resolutions

569 (XXVII)	Latin American and Caribbean Demographic Centre — Population Division of ECLAC
615 (XXXI)	International migration
644 (XXXII)	Population and development: priority activities for the period 2008-2010
657 (XXXIII)	Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean
670 (XXXIV)	Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean
681 (XXXV)	Regional Conference on Population and Development in Latin America and the Caribbean

Subprogramme 7
Sustainable development and human settlements

General Assembly resolutions

59/237	United Nations Decade of Education for Sustainable Development
63/210	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
63/215	International cooperation to reduce the impact of the El Niño phenomenon

63/217	Natural disasters and vulnerability
63/219	Convention on Biological Diversity
63/281	Climate change and its possible security implications
64/200	International Strategy for Disaster Reduction
64/203	Convention on Biological Diversity
64/205	Sustainable mountain development
64/206	Promotion of new and renewable sources of energy
67/200	International Day of Forests
67/205	Towards the sustainable development of the Caribbean Sea for present and future generations
67/207	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
67/208	International cooperation to reduce the impact of the El Niño phenomenon
67/210	Protection of global climate for present and future generations of humankind
67/211	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
67/212	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
67/214	Harmony with Nature
67/216	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
67/223	Promotion of ecotourism for poverty eradication and environment protection
67/290	Format and organizational aspects of the high-level political forum on sustainable development
67/300	Modalities for the sixth High-level Dialogue on Financing for Development
68/70	Oceans and the law of the sea

Economic and Social Council resolutions

2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the substantive session of the Economic and Social Council in 2008
2013/22	Human settlements

Economic Commission for Latin America and the Caribbean resolutions

594 (XXIX)	World Summit on Sustainable Development
602 (XXX)	Monitoring sustainable development in Latin America and the Caribbean
669 (XXXIV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields

Subprogramme 8
Natural resources and infrastructure

General Assembly resolutions

62/98	Non-legally binding instrument on all types of forests
63/210	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
66/200	Protection of global climate for present and future generations of humankind
66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session
66/205	Sustainable mountain development
66/260	Improving global road safety
67/207	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
67/215	Promotion of new and renewable sources of energy
67/222	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Economic and Social Council resolutions and decisions

2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources
2006/49	Outcome of the sixth session of the United Nations Forum on Forests
2011/25	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
564 (XXVII)	Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
602 (XXX)	Monitoring sustainable development in Latin America and the Caribbean
669 (XXXIV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields

Subprogramme 9
Planning of public administration

General Assembly resolutions

67/218	Promoting transparency, participation and accountability in fiscal policies
67/289	The United Nations in global economic governance
69/327	Promoting inclusive and accountable public services for sustainable development

Economic and Social Council resolutions

2013/23	Report of the Committee of Experts on Public Administration on its twelfth session

2015/28	Report of the Committee of Experts on Public Administration on its fourteenth session

Economic Commission for Latin America and the Caribbean resolutions and decisions

671 (XXXIV)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning
679 (XXXV)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning

Subprogramme 10
Statistics

General Assembly resolutions

67/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
68/261	Fundamental Principles of Official Statistics

Economic and Social Council resolutions and decisions

2000/7	Establishment of the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean
2006/6	Strengthening statistical capacity
2009/237	Report of the Statistical Commission on its fortieth session and provisional agenda and dates for the forty-first session of the Commission
2013/21	Fundamental Principles of Official Statistics
2013/235	Report of the Statistical Commission on its forty-fourth session and the provisional agenda and dates for the forty-fifth session of the Commission

Economic Commission for Latin America and the Caribbean resolutions

649 (XXXIII)	Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean
668 (XXXIV)	Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean

Subprogramme 11
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

General Assembly resolutions

58/117	International assistance to and cooperation with the Alliance for the Sustainable Development of Central America
59/174	Second International Decade of the World's Indigenous People
63/19	The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development
63/281	Climate change and its possible security implications
64/212	Science and technology for development
66/131	Convention on the Elimination of All Forms of Discrimination against Women
66/211	Science and technology for development
67/12	Cooperation between the United Nations and the Latin American and Caribbean Economic System
67/143	Follow-up to the Second World Assembly on Ageing
67/144	Intensification of efforts to eliminate all forms of violence against women
67/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
67/153	Rights of indigenous peoples
67/172	Protection of migrants
67/174	The right to food
67/210	Protection of global climate for present and future generations of humankind
67/215	Promotion of new and renewable sources of energy
67/216	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
67/228	Agriculture development and food security
68/207	Sustainable tourism and sustainable development in Central America
68/210	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development

68/220	Science, technology and innovation for development
68/222	Development cooperation with middle-income countries
68/226	Second United Nations Decade for the Eradication of Poverty (2008-2017)
68/230	South-South cooperation
68/234	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
69/16	Programme of activities for the implementation of the International Decade for People of African Descent
69/146	Follow-up to the Second World Assembly on Ageing
69/151	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
69/159	Rights of indigenous peoples
69/167	Protection of migrants
69/181	The right to development
69/183	Human rights and extreme poverty
69/187	Migrant children and adolescents
69/202	The role of the United Nations in promoting a new global human order
69/207	External debt sustainability and development
69/220	Protection of global climate for present and future generations of humankind
69/225	Promotion of new and renewable sources of energy
69/226	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
69/227	Towards a New International Economic Order
69/229	International migration and development
69/231	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
69/235	Industrial development cooperation
69/239	South-South cooperation
69/240	Agriculture development, food security and nutrition
69/277	Political declaration on strengthening cooperation between the United

	Nations and regional and subregional organizations
69/315	Draft outcome document of the United Nations summit for the adoption of the post-2015 development agenda

Economic and Social Council resolutions and decisions

2004/52	Long-term programme of support for Haiti
2004/310	Implementation of and follow-up to major United Nations conferences and summits
2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the substantive session of the Economic and Social Council in 2008
2010/12	Promoting social integration
2010/25	Recovering from the world financial and economic crisis: a Global Jobs Pact
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2012/6	Science and technology for development
2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
615 (XXXI)	International migration
624 (XXXI)	Support for the United Nations Stabilization Mission in Haiti
650 (XXXIII)	Brasilia resolution
653 (XXXIII)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean
666 (XXXIV)	San Salvador resolution

Subprogramme 12
Subregional activities in the Caribbean

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/144	Follow-up to the outcome of the Millennium Summit

57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
58/220	Economic and technical cooperation among developing countries
58/230	Follow-up to and implementation of the outcome of the International Conference on Financing for Development
58/269	Strengthening of the United Nations: an agenda for further change
59/57	*A Fair Globalization: Creating Opportunities for All* — report of the World Commission on the Social Dimension of Globalization
60/1	2005 World Summit Outcome
60/4	Global Agenda for Dialogue among Civilizations
60/188	Follow-up to and implementation of the outcome of the International Conference on Financing for Development
60/265	Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals
61/16	Strengthening of the Economic and Social Council
62/165	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity
62/199	Globalization and interdependence
62/203	Third United Nations Conference on the Least Developed Countries
62/209	South-South cooperation
62/211	Towards global partnerships
63/12	Cooperation between the United Nations and the Latin American and Caribbean Economic System
63/222	Role of the United Nations in promoting development in the context of globalization and interdependence
63/228	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
63/232	Operational activities for development
63/260	Development-related activities
64/1	High-level United Nations Conference on South-South Cooperation

64/158	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity
64/172	The right to development
64/184	Organization of the High-level Plenary Meeting of the sixty-fifth session of the General Assembly
64/208	Development cooperation with middle-income countries
64/210	Role of the United Nations in promoting development in the context of globalization and interdependence
64/213	Fourth United Nations Conference on the Least Developed Countries
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
64/223	Towards global partnerships
64/289	System-wide coherence
65/31	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
65/120	The role of the United Nations in promoting a new global human order
65/152	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
65/168	Role of the United Nations in promoting development in the context of globalization and interdependence
65/172	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
65/177	Operational activities for development of the United Nations system
65/185	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
65/214	Human rights and extreme poverty
65/216	Globalization and its impact on the full enjoyment of all human rights

66/84	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
67/215	Promotion of new and renewable sources of energy
67/223	Promotion of ecotourism for poverty eradication and environment protection
67/290	Format and organizational aspects of the high-level political forum on sustainable development
67/300	Modalities for the sixth High-level Dialogue on Financing for Development

Economic and Social Council resolutions and decisions

2008/37	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the substantive session of the Economic and Social Council in 2008
2009/29	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2011/6	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2011/27	Further promotion of equalization of opportunities by, for and with persons with disabilities and mainstreaming disability in the development agenda
2011/216	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2012/5	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2012/24	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2013/28	Mainstreaming disability in the development agenda: towards 2015 and beyond

2013/29	Second review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2013/43	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations

Economic and Social Council agreed conclusions

2002/1	Agreed conclusions on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration

Subprogramme 13
Support for regional and subregional integration and cooperation processes and organizations

General Assembly resolutions

65/177	Operational activities for development of the United Nations system
66/223	Towards global partnerships
67/249	Cooperation between the United Nations and the Caribbean Community

Economic and Social Council resolutions

2014/32	Establishment of the Regional Conference on Social Development in Latin America and the Caribbean

Programme 19

Economic and social development in Western Asia

Overall orientation

19.1 The overall orientation of the programme for the period 2018-2019 is to foster sustainable development, social justice and regional integration among the member States of the Economic and Social Commission for Western Asia (ESCWA), in particular for the least developed and conflict-affected countries. ESCWA, through its seven interdependent subprogrammes, is responsible for the implementation of this programme.

19.2 The mandate for the programme is provided in Economic and Social Council resolutions 1818 (LV), establishing ESCWA, and 1985/69, amending its terms of reference to underscore the social functions of the Commission. The General Assembly, in its resolution 67/226 on the quadrennial comprehensive policy review of operational activities for the development of the United Nations system, requested regional commissions to further develop their analytical capacities to support country-level development initiatives and urged them to prioritize sustainable development initiatives at the country level.

19.3 ESCWA member States shape and define the Commission's priorities and approaches. At the twenty-eighth session of ESCWA, member States adopted the Tunis Declaration on Social Justice in the Arab Region, in which social justice was reaffirmed as a core value of the Arab and Islamic culture and a foundation for secure, cohesive and prosperous societies. In the Declaration, the secretariat of the Commission was requested to embed social justice in its work, and in particular in its efforts to support the preparation, monitoring and implementation of the post-2015 development agenda. The secretariat was further called upon to bolster its research and advisory efforts in the areas of justice, poverty, inequality, social protection, social inclusion, women's empowerment, natural resources management, access to technology and good governance, as well as trade policies and their role in achieving development. The Declaration also reinforced the mandate of the Commission to monitor the effects of the occupation of Palestine.

19.4 In the outcome document of the United Nations summit for the adoption of the post-2015 development agenda entitled "Transforming our world: the 2030 Agenda for Sustainable Development" (General Assembly resolution 70/1), Member States pledged that no one would be left behind. In the 2030 Agenda, transformative action was called for to eliminate poverty and globally embark upon a sustainable and resilient path for development and growth through the 17 Sustainable Development Goals and their means of implementation. Member States recognized the importance of the regional and subregional dimensions, regional economic integration and interconnectivity in promoting sustainable development. In the 2030 Agenda, Member States also emphasized the role of the regional commissions in integrating the three dimensions of sustainable development, and agreed that regional and subregional frameworks could facilitate the effective translation of policies into concrete action at the national level.

19.5 In the 2030 Agenda, Member States recognized that sustainable development could not be realized without peace and security and, conversely, that peace and security would be at risk without sustainable development. They also recognized the need to build peaceful and inclusive societies that provide equal access to justice and that are based on respect for human rights, including the right to development, on effective rule of law, on good governance at all levels and on transparent and accountable institutions. In the 2030 Agenda, Member States also called for measures and actions to be taken to remove all obstacles to the full realization of the right to self-determination of peoples living under colonial and foreign occupation, which continue to adversely affect their economic and social development as well as their environment.

19.6 In the Arab region, widespread conflict is the dominant challenge to the developmental landscape. In addition to causing loss of life, conflict and occupation hinder sustainable development and lead to economic disintegration, damage to infrastructure, loss of social cohesion, diminished access to social services and violations of basic human rights. The region has the world's largest number of refugees and internally displaced persons, which has further exacerbated the hardships of those who are already vulnerable, with particularly adverse effects on women and children. While not all the countries in the Arab region are directly experiencing violent conflict, development in the region as a whole has been negatively affected by increasing insecurity. Countries in conflict have witnessed severe reversals in development gains and the spillover effects have adversely impacted neighbouring countries.

19.7 Achieving sustainable growth is another key challenge facing the Arab region. Low productivity, lack of economic diversification and technological innovation, a large informal labour market and the absence of adequate social protection schemes have resulted in increasing and widespread poverty, inequality and the world's highest youth unemployment rates. Ineffective trade and fiscal policies exacerbate the region's low rates of intraregional trade and interrupt value chains. In addition to economic inequalities, the region suffers from other forms of inequality, most notably gender inequality, unequal access to information and services, and inadequate attention to the needs of vulnerable population groups, such as youth, the elderly, persons with disabilities, informal workers and migrants.

19.8 Moreover, unsustainable patterns of production and consumption across the region place a growing burden on scarce natural resources such as water, energy and arable land and pose serious challenges to food security. Climate change further exacerbates the region's desertification and leads to more frequent occurrences of natural disasters.

19.9 Institutional weakness is an overarching challenge that continues to face the Arab region in the implementation of a sustainable development agenda. Institutions suffer from political, financial, capacity and technical limitations, which hinder their effectiveness. This institutional weakness impedes Arab countries from fostering inclusive policymaking processes, limits their capacity to produce the high-quality data required for evidence-based policymaking and slows the mobilization of the necessary means of implementation, such as financing, technology and international or regional cooperation.

19.10 The ESCWA strategic framework for the period 2018-2019 envisages an integrated response to these significant obstacles to sustainable development. The Commission's response to these challenges also takes into consideration the collective approach designed by the regional commissions for achieving the 2030 Agenda, which includes integrating Sustainable Development Goals into national development planning and fiscal frameworks; promoting policy coherence, consistency and coordination across sectors and levels of intervention; enhancing data and statistical capacities of member States; and leveraging appropriate means of implementation, including financing for development, science, technology and innovation, and global and regional partnerships.

19.11 First and foremost, ESCWA will work on the promotion of sustainable development, regionally, subregionally and nationally. ESCWA will help member States design Arab strategies for the integrated management of natural resources, climate change adaptation and mitigation, and disaster risk reduction. It will support member States in their efforts to improve the efficient use of natural resources, promote the application of appropriate green technologies and facilitate regional cooperation and coordination to enhance food, water and energy security and the alleviation of rural poverty. ESCWA will also promote the design of inclusive economic policies employing multidimensional poverty approaches by facilitating constructive dialogue on government budgets and fiscal policy and building the capacities of Member States to conduct evidence-based policy forecasts and assessments. Member States will be supported in mobilizing financial resources for development and in designing appropriate financing policies to address socioeconomic development gaps. In cooperation with regional and international partners, ESCWA will offer a comprehensive institutional framework to steer the regional statistical development agenda. It will support Member States in collecting, analysing, harmonizing and disseminating statistical data for the implementation of the Susiainable Development Goals and building the capacity of national statistical systems to ensure the production of high-quality data.

19.12 During 2018-2019, ESCWA will seek to place social justice at the heart of development in the Arab region. ESCWA will promote a rights-based approach to inclusive social and economic policymaking, helping member States mainstream key population and human development issues into national strategies and plans, with a focus on youth development, international migration and social protection. ESCWA will make use of its multidisciplinary structure to support member States in strengthening policy integration, including in the area of economic and social inclusion of vulnerable groups, through broad-based civic participation. It will also continue its support to member States in eliminating gender inequality in policies, strategies, legislation and programmes. ESCWA will intensify its support to national and regional efforts to overcome all forms of discrimination against women and to secure their equal access to resources and participation in decision-making. Furthermore, ESCWA will help member States to develop narratives that foster belonging, regional engagement and reconciliation in order to forge common understandings of development priorities and shared destinies. ESCWA will address the external pressures and spillover effects of conflict, by working with member States to establish regional frameworks designed to actively support efforts at building social cohesion and resilience. ESCWA will also continue to monitor the effects of conflict and occupation and their detrimental impact on the attainment of justice in its multiple dimensions.

19.13 ESCWA recognizes the potential of greater regional integration to address the region's key challenges most effectively. National resilience with respect to economic, social and political shocks is only possible within a regional framework that facilitates both integration in equitable global markets and the development of progressive political structures. ESCWA will undertake rigorous quantitative analyses of the legal and institutional arrangements to assist member States in formulating regional economic integration policies and the achievement of regional developmental objectives. It will also promote improved regional coordination among member States with respect to cross-border infrastructure, especially in transport and trade facilitation. ESCWA will help advance regional approaches for climate change adaptation and mitigation by supporting the development of mechanisms to address climate change, including its impact on water resources and the resultant consequences for the poor. ESCWA will also serve as a forum for multisectoral policy dialogue on sustainable development issues to forge regional positions based on an enhanced science-policy interface, coherence across different sectors and institution-building. During the period 2018-2019, ESCWA will use its convening power to gather member States to discuss and share views on common and coordinated solutions to address the root causes of instability and the effects of this instability on people and their environment.

19.14 In its programming, ESCWA has considered how consecutive strategic frameworks can build upon each other towards achieving long-terms goals in line with the 2030 Agenda, and has set intermediate goals for 2023. ESCWA has also adopted a conceptual framework that is grounded in supporting Arab States and people to obtain and articulate a shared vision of the future they want in the era of the 2030 Agenda. ESCWA is committed to mainstreaming a gender perspective in its entire programme of work and its non-programmed activities. It will continue to lead the implementation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women.

19.15 ESCWA will continue to expand its network of national, regional and international partners and will collaborate with intergovernmental bodies, United Nations organizations, donors, research institutions, civil society organizations and the private sector to respond to the pressing needs and policy challenges of member States. Building on its special relationship with the League of Arab States, ESCWA will support the articulation of regional positions. It will also support the implementation of resolutions of high-level regional forums, mainly the Arab Economic and Social Development Summits.

19.16 ESCWA will continue to convene the Regional Coordination Mechanism as a platform for United Nations entities and regional organizations to discuss regional policy priorities and coordinate support for the implementation of the 2030 Agenda. In order to ensure it can disseminate and operationalize the findings and recommendations of its normative work and respond effectively to the requests of its member States, ESCWA will mobilize additional financial and in-kind contributions. For this purpose, ESCWA will leverage the results and outputs of its regular programme of work and the strategic partnerships it builds across the region.

Subprogramme 1
Integrated management of natural resources for sustainable development

Objective of the Organization: To achieve the integrated management of natural resources leading to improved food, water and energy security and enhanced resilience to climate change, and to mainstream the Sustainable Development Goals into regional and national policy processes

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased alignment of member States' national plans with the Sustainable Development Goals by through drawing upon the water-energy-food nexus	(i) Increased number of multisectoral institutional mechanisms established to mainstream the Sustainable Development Goals into national development plans
	(ii) Increased number of strategies, plans and policies adopted by line ministries to support the integrated management of natural resources
(b) Increased engagement by Member States in regional and subregional processes in support of agreements, strategies and standards related to water, energy, food and the environment	(i) Increased number of harmonized tools, techniques and guidelines implemented by member States to enhance food, water and energy security
	(ii) Increased number of joint initiatives and intergovernmental resolutions adopted to enhance regional cooperation on sustainability of natural resources
(c) Strengthened resilience of member States to climate change and natural disasters and of vulnerable communities	(i) Increased number of intergovernmental recommendations, resolutions and decrees adopted by member States across sectors that aim to coordinate responses to climate change adaptation and mitigation and disaster risk reduction
	(ii) Increased number of measures adopted by member States to mainstream the science-policy interface in relation to climate change

Strategy

19.17 The subprogramme is under the substantive responsibility of and will be implemented by the Sustainable Development Policies Division. The year 2015 has been marked as the year of sustainable development. It witnessed the adoption of the 2030 Agenda for Sustainable Development, which constitutes a robust and transformative agenda that builds on the social, economic, environmental and governance pillars of sustainable development and converges with global development processes, namely the Sendai Declaration and the Sendai Framework for Disaster Risk Reduction 2015-2030, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development and the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

19.18 Regional challenges persist, including rising demand for food, water and energy, increasing the heavy toll on scarce natural resources and causing environmental damage, unsustainable use of resources and food insecurity; prevailing unsustainable production and consumption patterns; inefficient patterns of energy production, distribution and consumption, adding to an already high volume of waste generated throughout the region; and climate change and its impact on natural resources.

19.19 ESCWA will assist member States in moving towards a sustainable development path by building strong and resilient institutions; supporting more efficient management of natural resources while adopting a rights-based approach in governance and justice to ensure equitable access to natural resources and transparency in managing those resources; implementing the 2030 Agenda; facilitating policy dialogue for greater food, water and energy security; and developing mechanisms for coordinated responses to climate change and other natural crises.

19.20 ESCWA will:

(a) Advocate for and raise awareness of global and regional commitments, in particular goals related to sustainable development, the Sustainable Energy for All initiative, and other Arab strategies and action plans for the integrated management of resources, climate change adaptation and mitigation and disaster risk reduction;

(b) Serve as a forum for promoting multisectoral policy dialogue on sustainable development issues and priorities with the aim of forging regional positions and perspectives based on the exchange of information, lessons learned and best practice;

(c) Support member countries in their efforts to improve the efficient use of natural resources by analysing performance in these sectors, providing policy recommendations, promoting the application of appropriate green technologies and encouraging the integrated management of resources;

(d) Facilitate regional cooperation and coordination as a means to enhance food, water and energy security and alleviate poverty in rural areas;

(e) Support the development of national or regional mechanisms, networks or help desks for the integration of the different pillars of sustainable development;

(f) Foster regional approaches to climate change adaptation and mitigation by supporting the development of mechanisms to deal with the impact of climate change and associated socioeconomic and environmental issues and examine impact and vulnerability assessments to inform the policymaking processes and support member countries in their negotiations.

19.21 This will be achieved by servicing intergovernmental bodies; conducting high-quality policy-oriented research and analytical work on the science-policy interface; organizing high-level and expert meetings; providing advisory services; implementing field projects, supporting dedicated knowledge platforms for professionals; and issuing technical materials to enhance the capacity to address sustainable development issues and challenges.

19.22 Work under the subprogramme will strive to maximize synergies through collaboration with different United Nations agencies, regional commissions and organizations and participation in the United Nations inter-agency coordination mechanisms on water resources and energy, the high-level political forum on sustainable development and the Regional Coordination Mechanism.

Subprogramme 2
Social development

Objective of the Organization: To achieve the adoption by member States of a rights-based approach to equitable, inclusive and participatory social development towards the achievement of the 2030 Agenda for Sustainable Development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Further development by member States of rights-based social policies or programmes that contribute to the implementation of the 2030 Agenda, with a focus on social inclusion and social protection	(i) Increased number of policies or programmes developed or enhanced to improve social protection and expand the provision of social services
	(ii) Increased number of policies or programmes targeting the social inclusion of vulnerable groups
(b) Increased engagement of member States in intraregional consultations towards the elaboration and implementation of policies that maximize the development impact of international migration	(i) Increased number of instances in which member States engage in regional-level policy dialogue on international migration facilitated by ESCWA
	(ii) Increased number of policies that reflect member States' awareness of the development opportunities and challenges of international migration
(c) Increased emphasis by member States on a social justice approach to development planning based on equality, equity and participation	(i) Increased number of governmental and non-governmental institutions that apply ESCWA tools in policymaking towards fostering social justice for all
	(ii) Increased number of member States engaged in multi-stakeholder consultations on key national and regional social development priorities facilitated by ESCWA

Strategy

19.23 The subprogramme is under the substantive responsibility of and will be implemented by the Social Development Division. ESCWA is fully engaged with member States and supports their efforts to identify policy priorities in the field of social development, taking into account major regional trends and emerging issues. It pays particular attention to the impact of the political instability and conflicts in the region on the well-being of its population and promotes a rights-based approach to inclusive social policymaking.

19.24 During the period 2018-2019, ESCWA will build on the experience gained during the previous periods to support countries in the implementation of the social dimensions of the 2030 Agenda. Specific attention will be paid to promoting and implementing policies that foster social inclusion and social protection; mainstreaming key population and human development issues into policymaking, focusing on youth development and international migration; and advocating the principles of social justice as a guiding framework for policymaking.

19.25 The adoption of equitable, inclusive and sustainable development policies is central to achieving social justice. Special attention will be placed on the specific needs of vulnerable groups such as youth, the elderly, persons with disabilities, informal workers, migrants and the poor, including in the context of support provided by ESCWA for the implementation of the 2030 Agenda at the national level.

19.26 Given the matrix structure of the Sustainable Development Goals as set out in the 2030 Agenda and the focus of the Agenda on social inclusion, ESCWA will support member States in strengthening policy integration, including in the areas of economic inclusion of vulnerable groups, in particular youth, sustainable communal services and urban development. It will also assist them in improving the governance of social inclusion, including through broader-based civic participation.

19.27 ESCWA will conduct normative analysis to support social policy reform through regional consultations and technical cooperation activities, including advisory services, capacity-building workshops and field projects. It will continue to act as a regional platform for the exchange of experiences, good practices and lessons learned in key social development areas within and beyond the Arab region. Partnerships and cooperation will be further strengthened with other regional commissions, United Nations entities, international and regional organizations and civil society organizations.

Subprogramme 3
Economic development and integration

Objective of the Organization: To achieve a basic standard of living for all people in member States through sustained and more inclusive economic development within a more integrated region

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) More effective responses by member States to reduce poverty by adopting and implementing multidimensional poverty approaches	(i) Increased number of member States that agree on a regional action plan addressing multidimensional poverty

	(ii) Increased number of member States that adopt policies to promote new methods of monitoring indicators related to multidimensional poverty and inequality
	(iii) Increased number of member States that adopt and implement inclusive plans and policies toward to addressing multidimensional poverty and inequality
(b) Increased effectiveness by member States in filling the financing gap and raising funds from traditional and innovative sources to meet international development agendas	(i) Increased number of member States that implement measures to mobilize financial resources for development according to the Addis Ababa Action Agenda
	(ii) Increased number of member States that adopt regulatory reforms and legislation to enhance the business environment
(c) Enhanced enabling macroeconomic policy environment for regional integration supported by policy assessment tools	(i) Increased number of institutions that develop knowledge-based economic tools and strategies with the support of ESCWA
	(ii) Increased number of member States that develop and implement policies using ESCWA forecasting tools
(d) Increased application of principles of good economic governance to promote inclusive economic transformation and regional integration	(i) Increased number of member States that use economic governance indicators to inform policymaking in the public and private sector
	(ii) Increased number of member States that adopt policies for economic transformation and improved economic governance to facilitate development of viable regional value chains and connectivity to global value chains
(e) Improved regional coordination among member States for cross-border infrastructure, especially in transport and trade facilitation	(i) Increased number of member States that adopt and implement regional or bilateral cross-border trade and trade facilitation agreements, such as the Arab Customs Union, towards enhancing intraregional and interregional trade
	(ii) Increased number of member States that adopt and implement ESCWA recommendations to enhance the coordination of their macroeconomic and sectoral policies for trade promotion

(iii) Increased number of member States that adopt the Integrated Transport System in the Arab Mashreq agreements and create national committees for transport and trade facilitation

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Strategy

19.28 The subprogramme is under the substantive responsibility of and will be implemented by the Economic Development and Integration Division. During the period 2018-2019, ESCWA will assist member States in achieving the Sustainable Development Goals and greater social justice. The subprogramme strategy for 2018-2019 is essentially a continuation of that adopted for 2016-2017. Having designed several effective monitoring tools on poverty, inequality and fiscal policy effectiveness by the end of the period 2016-2017, ESCWA will focus more sharply on advocacy and policy support to member States by using these tools in the period 2018-2019. It will produce further evidence-based analytical reports and technical studies to identify gaps and solutions in those areas with a view to achieving the Sustainable Development Goals, taking into account national and regional priorities. In this context, ESCWA will work in close collaboration with the League of Arab States.

19.29 ESCWA will also support member States in implementing the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. It will focus on mobilizing financial resources and designing appropriate financing policies to address socioeconomic development gaps and implement the Sustainable Development Goals.

19.30 The lack of participation in policy dialogue, particularly on government budgets, remains one of the impediments to social justice in the region. In order to support constructive dialogue on government budget and fiscal policy, it is essential for national policymaking institutions and stakeholders to be able to conduct evidence-based policy assessments. ESCWA will support national policymaking institutions and other stakeholders in the development of evidence-based policy assessment tools based on economic models, to create an enabling macroeconomic policy environment for regional integration and to implement the 2030 Agenda.

19.31 ESCWA will carry out various types of activities aimed at promoting economic transformation and building the capacities of member States in that regard. It will promote the expansion of exports by enhancing infrastructure efficiency and adopting efficient economic policies. This will enable the private sector to increase its competitiveness, increase production of value-added goods and services, develop regional value chains and improve connectivity to global value chains in areas where the region has comparative advantages, benefiting from its available natural, capital and human resources.

19.32 In order to provide evidence-based advocacy for regional economic integration and identify focus areas for the Arab region, ESCWA will undertake rigorous quantitative analyses of the legal and institutional arrangements that are necessary for creating an environment that fosters regional economic integration and the achievement of regional developmental objectives, including high economic growth rates and labour-intensive economic growth.

Subprogramme 4
Technology for development and regional integration

Objective of the Organization: To harness the development, transfer, dissemination and diffusion of technology to promote inclusive and sustainable development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened national institutional frameworks on technology for development and innovation	(i) Increased number of policies, strategies and plans issued on technology for development and innovation
	(ii) Increased number of policies revised to foster technology for development and innovation
(b) Increased regional cooperation to promote technology and innovation for sustainable development	(i) Increased number of institutional bodies and networks aimed at strengthening regional integration and streamlining technological cooperation established or reinforced
	(ii) Increased number of regional initiatives put in place that promote collaboration in science, technology and innovation
(c) Strengthened national institutional frameworks to facilitate technology transfer	(i) Increased number of member States that participate in initiatives to transfer technology for development and innovation
	(ii) Increased number of member States that develop cross-sectoral plans for the transfer of technology for more competitive economies

Strategy

19.33 The subprogramme is under the substantive responsibility of and will be implemented by the Technology for Development Division. Technology and knowledge play a major role in the move towards a productive knowledge society. Recent technological advancements have modified the principles of economic growth and affected all economic sectors. The capacity of member States to adapt and contribute to ever-accelerating changes in technology and knowledge varies significantly. With the continued monitoring and implementation of activities pertaining to various sustainable development initiatives, the work under the subprogramme will harness the power of technology to help and guide member States in their transitions towards information societies and knowledge-based economies.

19.34 To meet the development needs of member States, work under the subprogramme will consist of preparing analytical studies with policy recommendations, convening meetings, providing advisory services and implementing development projects in partnership with national and regional stakeholders. ESCWA will endeavour to enhance regional collaboration and foster partnerships aimed at harnessing research and development in technology and innovation for socioeconomic development. The various activities undertaken will serve as catalysts for change in national and regional policymaking and will help member States devise result-driven strategies. They will promote the adoption of comprehensive sets of measurements and indicators that will help in strategic decision-making and identifying priority areas of policy action. ESCWA will undertake field projects that incorporate a social dimension, seek the active involvement of local communities, pay special attention to the employment needs of young people and advocate the empowerment of women.

19.35 More specifically, the work of ESCWA under the subprogramme will leverage technology to smooth the transition of the countries of the region towards knowledge economies and the information society. It will focus on enhancing the competitiveness of technological sectors, creating enabling environments, promoting the development of innovative e-services and advocating the adoption and implementation of new trends in e-government, with a special emphasis on open government initiatives. The ESCWA Technology Centre (Amman) will assist production sectors, universities and research centres in member States to acquire the tools and capabilities necessary to adapt and develop suitable technologies that are critical to solving sustainability challenges.

Subprogramme 5
Statistics for evidence-based policymaking

Objective of the Organization: To transform the regional statistical system into a well-coordinated and functional system of national and regional statistics with the aim of producing and sharing statistical data in support of the 2030 Agenda for Development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved coordination within the regional statistical system supporting data-sharing and joint statistical capacity development based on regional frameworks	(i) Increased number of member States adopt agreements and guidelines for a regional statistical system
	(ii) Increased number of harmonized databases, joint questionnaires and joint data products
(b) Increased availability of statistics for evidence-based policymaking and monitoring of the 2030 Agenda through implementation of statistical standards, guidelines and recommendations	(i) Increased proportion of sustainable development indicators with full disaggregation produced at the national level
	(ii) Increased number of member States that provide at least 60 per cent of core socioeconomic indicators for the core data sets
(c) Increased availability of statistical data about the region, based on data produced and disseminated by member States to achieve national and regional goals	(i) Increased number of statistical methodologies, indexes and data sets developed and adopted in the framework of the ESCWA Statistical Committee

(ii) Increased number of initiatives developed using statistical methodologies, indexes and data sets

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Strategy

19.36 The subprogramme is under the substantive responsibility of and will be implemented by the Statistics Division. There is a continued need to improve the quality, relevance, availability and comparability of statistics in the region. Those improvements must be made primarily within the national statistical systems of member States.

19.37 In that context, ESCWA will offer a comprehensive institutional framework to steer the regional statistical development agenda, in cooperation with regional and international partners. It will provide capacity development to member States in collecting, analysing and disseminating statistical data for the implementation of the Sustainable Development Goals. Data and statistical enhancements will be critical for the follow-up to the 2030 Agenda.

19.38 Institutional development for official statistics will, therefore, remain the first priority to enable member States to produce high-quality statistics that meet international standards and recommendations. ESCWA will support member States in improving their institutional set-up and legal framework for official statistics in line with the Fundamental Principles of Official Statistics. It will also assist them in conducting assessments of national statistical systems aimed at defining strategies for the development of statistics. This will include developing the technical capacity and skills needed for the conduct of statistical surveys and censuses, as well as promoting the exchange of knowledge and good practices among member States.

19.39 Taking into account the 2030 Agenda and the results of needs analyses for the development of official statistics in the region, the following thematic areas will be addressed in the period 2016-2020: civil registration and vital statistics, multidimensional poverty, population and housing censuses (2020 round), statistical business registers, national accounts, statistics on trade in services, price statistics, environment statistics and key development indicators.

19.40 Some areas of governance and security, conflict, human rights and well-being are currently not sufficiently covered by official statistics. Taking into consideration that the ESCWA technical and resource capacity may not be sufficient to incorporate the new thematic areas, these may have to be addressed in a broader partnership incorporating academia and civil society organizations.

19.41 ESCWA will also work with regional and global partners, including the League of Arab States, the Arab Institute for Training and Research in Statistics, the Statistical Centre for the Cooperation Council for the Arab States of the Gulf, the regional offices of the United Nations specialized agencies, the Statistics Division of the United Nations Secretariat, the World Bank, the International Monetary Fund, the Organization for Economic Cooperation and Development, the International Energy Agency and other regional and international partners.

19.42 ESCWA is mandated to provide data and analytical services to stakeholders in member States, in partner organizations and within ESCWA, primarily on the basis of data produced by national statistical systems. User needs and satisfaction surveys will be conducted periodically to assess the impact of data disseminated by ESCWA, and the data collection, and dissemination programme will be adjusted accordingly.

19.43 ESCWA will work towards formulating consensus-based agreements and guidelines for the harmonization and comparability of official statistics. Under the auspices of the ESCWA Statistical Committee, this work will be delegated to advisory groups established under specific priority areas. ESCWA will then work with national statistical systems to implement the new methodologies and guidelines developed through these advisory groups.

19.44 In order to enhance coherence among regional and international statistical agencies, ESCWA will play an active role in the cooperation and coordination initiatives undertaken by the regional and global statistical systems.

19.45 In order to accomplish the strategy of the subprogramme, ESCWA will act as a centre of excellence and a forum for the exchange of views on statistical issues; provide training at the national, subregional and regional levels; work on data quality assurance, estimation techniques and the implementation of international classifications and recommendations in cooperation with national statistical offices; respond to requests for technical assistance; and assist in the exchange of expertise between member States.

Subprogramme 6
Advancement of women

Objective of the Organization: To reduce gender imbalances and improve the empowerment of women in line with international conventions and conferences

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened institutional and legal frameworks of member States to promote gender equality and gender justice, including the elimination of violence against women	(i) Increased number of member States with strategies and plans promoting gender equality and gender justice (ii) Increased number of legislative reforms aimed at the elimination of discrimination against women, gender inequality and/or violence against women
(b) Increased gender mainstreaming in national policies	Increased number of member States with policies and plans to mainstream gender
(c) Increase in monitoring and evaluation by member States of regional and institutional obligations on gender equality	(i) Increased number of member States submitting reports on their implementation of the Convention on the Elimination of All Forms of Discrimination against Women and responding to the observations of the Committee on the Elimination of Discrimination against Women

(ii) Increased number of member States with national plans to implement and report on the achievement of Sustainable Development Goal 5 and gender-related targets of the 2030 Agenda for Sustainable Development

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Strategy

19.46 The subprogramme is under the substantive responsibility of and will be implemented by the ESCWA Centre for Women. During the period 2018-2019, ESCWA will continue to work with member States to reduce gender imbalance, increase respect for the rights of women and encourage the exchange of lessons learned. It will pursue the goals of promoting regional integration, implementing the 2030 Agenda and achieving inclusive growth and social justice in the Arab region. To do so, ESCWA will work closely with national machineries for the advancement of women, national stakeholders, United Nations agencies and regional organizations to facilitate change by bridging the knowledge gap and equipping member States with relevant tools to achieve gender equality and the advancement of women at all social, economic and institutional levels.

19.47 With respect to regional integration, ESCWA will build on shared characteristics and challenges in the Arab States in order to create a platform for the adoption of regional measures in support of gender equality and the empowerment of women and girls. It will seek to coordinate a regional position and enhance regional synergies by establishing and strengthening regional mechanisms and strategies in line with the international obligations of the Arab States. Particular attention will be paid to subregions currently in or emerging from conflict.

19.48 Moreover, ESCWA will support member States in the implementation of the 2030 Agenda through the provision of tools, advisory services and programmes to strengthen the capacity of national institutions, especially national machineries for the advancement of women, to develop and implement gender-sensitive and gender-specific strategies and action plans, particularly in the area of violence against women, to end harmful practices and to ensure women's full and effective participation in public life.

19.49 In order to reach those objectives, ESCWA will conduct evidence-based research and prepare high quality knowledge products, including in-depth studies, situation analyses and policy briefs. It will design and deliver tailor-made capacity-building programmes and tools, including training modules, that are based on international standards and respond to the needs of the region. It will partner with national and regional stakeholders and implement joint activities, including expert group meetings, workshops, thematic conferences and awareness-raising events on women's rights and gender equality.

Subprogramme 7
Conflict mitigation and development

Objective of the Organization: To mitigate the impact of crises, including occupation, and to address development and institutional challenges associated with ongoing transformations in the Arab region

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) More effective responses by member States to address the root causes and impact of conflict and to mitigate its spillover effects	(i) Increased number of member States adopt strategies and measures to address the root causes and impact of conflict and the potential relapse into conflict
	(ii) Increased number of member States seeking and receiving technical assistance related to effectively responding to the impact of conflict and crises, addressing their root causes and mitigating their spillover effects
(b) Further developed national and regional institutions to mitigate the impact of the Israeli occupation on the Palestinian people and the Arab region, as well as advance efforts to assist the Palestinian people in securing their inalienable rights and enhancing their resilience	(i) Number of instances of national and regional institutions utilizing analysis and policy recommendations on the impact of the Israeli occupation on the Palestinian people and the Arab region
	(ii) Increased number of national and regional institutions receiving technical assistance in capacity-building for mitigating the impact of Israeli occupation
(c) Strengthened resilience of public institutions in member States, including least developed countries, to develop governance strategies responding to the institutional and development challenges associated with social and economic transformations in the region	(i) Increased number of member States, including least developed countries, developing cross-sectoral policies to respond to challenges associated with social and economic transformations in the region
	(ii) Increased number of partnerships between least developed countries and development partners towards the implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020

Strategy

19.50 The subprogramme is under the substantive responsibility of and will be implemented by the Division for Emerging and Conflict-Related Issues. The development process in the Arab region has been greatly challenged by conflict and occupation and their spillover effects. These have placed enormous strains on the ability of public institutions to lead the implementation of the 2030 Agenda for

Sustainable Development and the attainment of inclusive growth, social justice and peaceful and inclusive societies.

19.51 A number of member States are facing conflict or are directly threatened by it. The Israeli occupation of Palestine and other Arab lands continues. Underperforming economies and institutional challenges in conflict-stricken countries, coupled with fragmentation, the mushrooming of armed non-State actors, the spread of radical exclusivist ideologies, massive human rights violations and direct foreign military intervention, have led to great human suffering. Protracted conflict has posed unprecedented development and institutional challenges, not only to member States but also to countries beyond the Arab region. These challenges bear serious immediate and generational development costs, the magnitude of which is presently unknown, and require urgent articulation of appropriate policies and programmes.

19.52 To achieve the subprogramme's expected accomplishments, ESCWA will focus on: (a) enhancing the capacity of member States to address the root causes of conflict, analyse its impact on development and mitigate its spillover effects; (b) strengthening local and regional capacities to mitigate the impact of the Israeli occupation on the Palestinian people and the Arab region and assist the Palestinian people in securing their inalienable rights and enhancing their resilience; and (c) supporting member States, including least developed countries, in formulating nationally led and owned strategies to respond to institutional and development challenges associated with transformations in the region.

19.53 ESCWA will support member States in understanding and responding to conflict through high-quality research and analysis, including on the origins, proximate causes and dynamics of conflict at the country and regional levels. Through policy-oriented research, ESCWA will identify the immediate as well as the generational impacts of conflict on development, including implementation of the Sustainable Development Goals, in member States and the region. ESCWA will also identify the monitoring and analytical needs of member States to assist them in enhancing their capacities in those areas and consequently in formulating mitigation policies and programmes.

19.54 In consultation with Palestinian institutions, ESCWA will undertake analytical and programmatic activities to assist member States in: (a) raising awareness and concern about the impact and cost of occupation on development in Palestine and the region; (b) enhancing the capacity of public and civic institutions to mitigate the negative impact of occupation on the implementation of the 2030 Agenda; (c) supporting institutions seeking to advocate Palestinian rights, attain justice and implement international law; and (d) mobilizing resources to assist the Palestinian people and their institutions. ESCWA will also solicit assistance from regional and international experts and cooperate with national, regional and international entities, while ensuring Palestinian ownership throughout the process.

19.55 Through the subprogramme's analytical work, ESCWA will help identify the critical set of institutions and sequencing of reforms that are needed in countries in transition or phasing to transition out of conflict and will promote reconciliation. It will assist them in achieving peaceful, resilient and inclusive societies, providing justice for all and building accountable institutions, which are key prerequisites for progress in all the other Sustainable Development Goals. To this end, ESCWA will foster impartial "spaces" that enable national dialogue and will design and implement training modules to enhance the capacity of public institutions in essential service delivery. It will also assist the Arab least developed countries in formulating national development plans reflecting the priorities of the Istanbul Programme of Action, in designing risk assessment methodologies to foster resilience to external and internal shocks and in maximizing synergies for the implementation of Sustainable Development Goals.

Legislative mandates

General Assembly resolutions

68/196	United Nations Guiding Principles on Alternative Development
68/224	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
68/241	United Nations Human Rights Training and Documentation Centre for South-West Asia and the Arab Region
69/214	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
69/230	Culture and sustainable development
69/239	South-South cooperation
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations
69/307	Cross-cutting issues
69/315	Draft outcome document of the United Nations summit for the adoption of the post-2015 development agenda

Economic and Social Council resolutions

1818 (LV)	Establishment of an economic commission for Western Asia
1985/69	Amendment of the terms of reference of the Economic Commission for Western Asia: change of name of the Commission
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
2014/9	Report of the Committee for Development Policy
2014/36	Redesignation of the Technical Committee of the Economic and Social Commission for Western Asia as the Executive Committee and amendment of its terms of reference

2015/11	Report of the Committee for Development Policy on its seventeenth session
2015/15	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2015/26	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2015/30	Restructuring the conference structure of the Economic and Social Commission for Asia and the Pacific to be fit for the evolving post-2015 development agenda
2015/32	Admission of Mauritania as a member of the Economic and Social Commission for Western Asia

Economic and Social Commission for Western Asia resolutions

314 (XXVIII)	The Arab Forum on Sustainable Development
315 (XXVIII)	Establishing an intergovernmental committee on technology for development
316 (XXVIII)	Support for the Palestinian people
317 (XXVIII)	Adoption of the draft strategic framework for the biennium 2016-2017
318 (XXVIII)	Adoption of session reports of the subsidiary bodies of the Economic and Social Commission for Western Asia
320 (XXVIII)	Redesignating the Technical Committee as the "Executive Committee" and amending its terms of reference
	Tunis Declaration on Social Justice in the Arab Region

Subprogramme 1
Integrated management of natural resources for sustainable development

General Assembly resolutions

68/209	Agricultural technology for development
68/211	International Strategy for Disaster Reduction
68/212	Protection of global climate for present and future generations of humankind
68/213	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa

68/217	Sustainable mountain development
68/233	Agriculture development, food security and nutrition
69/215	International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
69/220	Protection of global climate for present and future generations of humankind
69/221	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
69/222	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
69/225	Promotion of new and renewable sources of energy
69/240	Agriculture development, food security and nutrition

Economic and Social Council resolutions

2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2011/21	Human settlements

Economic and Social Commission for Western Asia resolutions

281 (XXV)	Addressing climate change issues in the Arab region
305 (XXVII)	Sustainable development in the region and follow-up and implementation of the decisions of the Rio+20 Conference

Subprogramme 2
Social development

General Assembly resolutions

68/130	Policies and programmes involving youth
68/131	Promoting social integration through social inclusion
68/133	Cooperatives in social development
68/143	Assistance to refugees, returnees and displaced persons in Africa
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders

69/142	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond
69/143	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
69/229	International migration and development

Economic and Social Council resolutions

2014/3	Future organization and methods of work of the Commission for Social Development
2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all
2015/3	Social dimensions of the New Partnership for Africa's Development
2015/4	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the post-2015 development agenda
2015/10	2020 World Population and Housing Census Programme

Economic and Social Commission for Western Asia resolutions

295 (XXVI)	Guiding Declaration of the Economic and Social Commission for Western Asia on giving greater attention to Youth Policies: An Opportunity for Development
304 (XXVII)	The role of participation and social justice in achieving sustainable development

Subprogramme 3
Economic development and integration

General Assembly resolutions

68/200	Unilateral economic measures as a means of political and economic coercion against developing countries
68/201	International financial system and development
68/222	Development cooperation with middle-income countries
68/269	Improving global road safety
69/205	International trade and development
69/207	External debt sustainability and development

69/208	Follow-up to the international Conference on Financing for Development
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development
69/227	Towards a New International Economic Order
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)

Economic and Social Council resolutions

2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all

Economic and Social Commission for Western Asia resolutions

296 (XXVI)	Enhancing public sector institutions and resources to attain national development goals
303 (XXVII)	Towards enhancing the macroeconomic policy in ESCWA member countries
313 (XXVII)	Frequency of sessions of the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development in the Countries of the ESCWA Region

Subprogramme 4
Technology for development and regional integration

General Assembly resolutions

68/198	Information and communications technologies for development
68/209	Agricultural technology for development
68/220	Science, technology and innovation for development
68/302	Modalities for the overall review by the General Assembly of the implementation of the outcomes of the World Summit on the Information Society
69/204	Information and communications technologies for development

Economic and Social Council resolutions

2014/27	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2014/28	Science, technology and innovation for development

2014/35	Establishment of an intergovernmental committee on technology for development in the Economic and Social Commission for Western Asia
2015/27	Science, technology and innovation for development

Economic and Social Commission for Western Asia resolutions

294 (XXVI)	Establishment of the ESCWA technology centre
306 (XXVII)	Development of the Arab Internet Governance Forum process and sustaining efforts in the Arabic domain names field

Subprogramme 5
Statistics for evidence-based policymaking

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics

Economic and Social Council resolutions

2014/31	A global geodetic reference frame for sustainable development

Economic and Social Commission for Western Asia resolutions

276 (XXIV)	Strengthening statistical capacities in the ESCWA region
283 (XXV)	ESCWA member country compliance with international standards for enhancing national statistical systems
286 (XXV)	Gender statistics for equality and empowerment of women
287 (XXV)	Strengthening statistical capacities for evidence-based policymaking
297 (XXVI)	Arab MDG monitor for societal progress

Subprogramme 6
Advancement of women

General Assembly resolutions

68/137	Violence against women migrant workers
68/138	Convention on the Elimination of All Forms of Discrimination against Women
68/139	Improvement of the situation of women in rural areas
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders

68/191	Taking action against gender-related killing of women and girls
68/227	Women in development
69/147	Intensification of efforts to eliminate all forms of violence against women and girls
69/149	Trafficking in women and girls
69/151	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
69/236	World Survey on the Role of Women in Development

Economic and Social Council resolutions

2015/6	Future organization and methods of work of the Commission on the Status of Women
2015/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2015/13	Situation of and assistance to Palestinian women
2015/21	Taking action against gender-related killing of women and girls

Subprogramme 7
Conflict mitigation and development

General Assembly resolutions

68/211	International Strategy for Disaster Reduction
68/235	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources
68/303	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution
69/291	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
69/327	Promoting inclusive and accountable public services for sustainable development

Economic and Social Council resolutions

2014/1	Situation of and assistance to Palestinian women

2014/26	Economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan

Economic and Social Council for Western Asia resolutions

271 (XXIV)	Strengthening the role of ESCWA in addressing the impact of conflict and instability within the context of social and economic development
282 (XXV)	Mitigating the impact on development of conflict, occupation and instability in ESCWA member countries
292 (XXVI)	Upgrading the Section for Emerging and Conflict-Related Issues to the level of a division and establishing a governmental committee on emerging issues and development in conflict settings
296 (XXVI)	Enhancing public sector institutions and resources to attain national development goals

Security Council resolutions

1947 (2010)	Post-conflict peacebuilding

Programme 20
Human rights

Overall orientation

20.1 The overarching objective of the United Nations human rights programme is to promote and protect the effective enjoyment by all of all human rights. Its mandate derives from Articles 1, 13, 55 and 62 of the Charter of the United Nations; the Vienna Declaration and Programme of Action, including its principles and recommendations, adopted by the World Conference on Human Rights and subsequently endorsed by the General Assembly in its resolution 48/121; Assembly resolution 48/141, establishing the post of the United Nations High Commissioner for Human Rights; international human rights instruments adopted by the United Nations; the outcomes of relevant United Nations conferences and summits; and the resolutions and decisions of policymaking bodies, including, in particular, Assembly resolutions 57/300, on strengthening of the United Nations: an agenda for further change; 60/1, on the 2005 World Summit Outcome; 60/251 and 65/281, on the Human Rights Council and its review; 66/288, entitled "The future we want"; and 70/1, entitled "Transforming our world: the 2030 Agenda for Sustainable Development". The Office of the United Nations High Commissioner for Human Rights (OHCHR) will also be guided by international humanitarian law, as applicable.

20.2 The programme is guided by the principles of universality, objectivity, impartiality, indivisibility and non-selectivity in removing obstacles to the full realization of all human rights and in preventing the continuation of human rights violations, including with relevant parties. It undertakes to give practical effect to the will and resolve of the world community, as expressed through the United Nations, including in the Millennium Declaration, the 2005 World Summit Outcome and the 2030 Agenda for Sustainable Development, which acknowledged peace and security, development and human rights as interlinked and mutually reinforcing pillars of the United Nations system, providing foundations for collective security and well-being, and recognized that the respect for and promotion and protection of human rights is an integral part of effective work towards achieving the 2030 Agenda. The United Nations human rights programme has a role in making development equitable, sustainable and responsive to the needs of people and in relation to conflict prevention and resolution.

20.3 The programme falls under the leadership of the High Commissioner for Human Rights, entrusted with the principal responsibility for the human rights activities of the Organization, under the direction and authority of the Secretary-General and within the framework of the overall competence, authority and decisions of the General Assembly and the Human Rights Council. OHCHR acts as the central supportive structure for the programme.

20.4 Priority will continue to be given to emphasizing the importance of human rights in international and national agendas; combating poverty and countering discrimination on all internationally recognized grounds, including race, sex, language or religion; advancing the rights of children and women; raising awareness of human rights at all levels of education; responding to the needs of the vulnerable for protection; and addressing situations of international concern, in particular gross and systematic violations of human rights, as identified by the Human Rights Council and other relevant United Nations organs.

20.5 The continued engagement of OHCHR with countries from all regions is essential to the realization of the programme in the framework of the enhanced partnerships at the national, regional and international levels. Increased support for human rights implementation will continue to be provided to requesting Member States through mutually agreed bilateral frameworks, outlining, inter alia, assistance to national systems of human rights protection, national capacity-building, technical cooperation, human rights education and learning and other relevant activities. The programme will continue to take gender issues fully into account in the development and application of norms and procedures so that violations against women and girls are clearly identified and addressed.

20.6 Strengthened and consolidated organizational support will be provided to the Human Rights Council and its subsidiary bodies and mechanisms, including the universal periodic review, the special procedures, the Human Rights Council Advisory Committee and the complaint procedure, as well as other relevant United Nations organs. The United Nations treaty bodies, all serviced by OHCHR, will receive strengthened support and advice.

20.7 The programme strategy will be guided by the lessons learned from the biennium 2016-2017, in particular with regard to measurements of achievement that can be implemented realistically by OHCHR.

Subprogramme 1
Human rights mainstreaming, right to development, and research and analysis

A. Human rights mainstreaming

20.8 The responsibility for implementing the subprogramme lies with the Research and Right to Development Division.

Objective of the Organization: To advance the promotion and protection of all human rights and to further integrate all human rights into areas of work of the United Nations system, in accordance with the guiding principles of this programme

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Further support for the integration of all human rights into areas of work of the United Nations system, such as economic and social development, humanitarian, peace and security, governance and rule of law programmes and activities	Increased number of United Nations projects and activities that further integrate human rights

(b) Strengthened capacity of the United Nations system to further integrate all human rights into their respective programmes and activities and to assist countries, at their request, in building and strengthening national human rights promotion and protection capacities	Increased number of United Nations activities, projects and programming documents that further integrate human rights
(c) Wider knowledge within the entire United Nations system of relevant human rights issues while taking into account disability and gender-mainstreaming issues	Increased percentage of resident and humanitarian coordinators, special representatives of the Secretary-General and United Nations officials at all levels trained and advised by OHCHR

Strategy

20.9 This part of the subprogramme will continue to play a leadership role in pursuing cooperation within the United Nations system for the integration of human rights into its development, environmental, humanitarian, peace and security, governance, democracy and rule of law programmes and activities, consistent with the existing and respective mandates in these areas, in order to contribute to the full and effective implementation of international human rights instruments by all States, including, upon States' request, through United Nations country teams. The strategy will focus on:

(a) Integrating human rights into United Nations programmes and activities in the development, environmental, humanitarian, peace and security, governance, democracy and rule of law areas, contributing to the promotion and protection of all human rights at all levels;

(b) Strengthening the engagement and partnership, at the international level, of OHCHR with the World Bank, the United Nations Development Programme, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and other United Nations agencies, bearing in mind their respective mandates, as well as with civil society, including non-governmental organizations;

(c) Promoting the practical integration of all human rights into development programmes, as well as ensuring consistency and mutual reinforcement between United Nations-supported development activities and country engagement strategies which are jointly agreed upon by the concerned State and OHCHR;

(d) Developing methodologies to facilitate the inclusion of all human rights in United Nations policies, programmes and activities for development, peace and security, the rule of law, governance and humanitarian assistance, and to facilitate, where appropriate, the advancement of the practical applications of rights-based approaches in these policies, programmes and activities;

(e) Contributing to developing the capability of the United Nations system, including the United Nations country teams, through training, advice and methodological tools, to assist requesting States in building and enhancing national capacities to promote and protect all human rights and mainstream human rights into national policies.

Right to development

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by contributing to the effective realization of the right to development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Further integration of the promotion and protection of the right to development in global partnerships for development and, as appropriate, in the policies and operational activities of relevant actors at all levels	Increased number of projects and activities aimed at integrating the right to development, including in global partnerships for development
(b) Further promote and protect the realization of the right to development	Increased number of activities and projects in support of the realization of the right to development
(c) Enhanced awareness, knowledge and understanding of the right to development at all levels	Increased number of activities organized and analytical papers and information materials made available by OHCHR within the United Nations and for global development partners in contribution to increasing knowledge, awareness and understanding of the realization of the right to development

Strategy

20.10 This part of the subprogramme will pursue a multidimensional strategy to support the implementation of the right to development in accordance with the Declaration on the Right to Development, the Vienna Declaration and Programme of Action and other relevant mandates. The strategy will focus on:

(a) Ensuring the realization of the right to development across the human rights programme and by the relevant bodies of the United Nations system through strengthened and effective evaluation and monitoring to that end, and taking into account the need for sustainable development;

(b) Enhancing substantive support to the Human Rights Council and its subsidiary mechanisms related to the right to development, including by fostering support to the Working Group on the Right to Development;

(c) Building stronger partnerships and collaboration with relevant actors, including Member States, multilateral institutions and civil society, including non-governmental organizations and the private sector, so that support given to human rights bodies relevant to the right to development, as well as funds and specialized agencies, will have increased focus on its practical implementation;

(d) Encouraging the promotion and protection of the right to development in global development partnerships, as reflected in the Sustainable Development Goals, through advocacy, networking, technical advice and the establishment of partnerships and other kinds of cooperation;

(e) Promoting the implementation of the right to development in technical assistance to requesting States and, taking into account a human rights-based approach, in national development strategies, such as poverty reduction strategy papers, where they exist, national sustainable development strategies and United Nations development frameworks, through close cooperation with Member States and United Nations agencies, funds and programmes;

(f) Identifying obstacles to the implementation of the right to development at the international, regional and national levels and promoting awareness about the content and importance of the right to development, including through increased engagement, research, advocacy and informational and educational activities;

(g) Promoting cooperation at the international and regional levels in mainstreaming the right to development, including by undertaking activities aimed at effectively strengthening the global partnership for development among Member States, development agencies and international development, financial and trade institutions.

Research and analysis

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by increasing knowledge, awareness and understanding in accordance with the guiding principles of this programme

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by contributing to combating discrimination and supporting efforts of Member States to that end	Increased number of activities carried out and measures taken to promote and protect the enjoyment by all of all human rights and fundamental freedoms
(b) Strengthened efforts that contribute to the elimination of all forms of racism, racial discrimination, xenophobia and related intolerance, including contemporary forms of racism	Increased number of measures taken to eliminate all forms of racism, racial discrimination, xenophobia and related intolerance, including contemporary forms of racism
(c) Enhanced contribution of OHCHR to the effective achievement of the 2030 Agenda for Sustainable Development	Increased number of activities carried out and measures taken in contribution to the effective achievement of the 2030 Agenda for Sustainable Development

(d) Enhanced promotion of knowledge, awareness and understanding of legal protection and advocacy for the full implementation of all human rights, including at the country level and through capacity-building and international cooperation	Increased number of activities carried out and measures taken to enhance the promotion of legal protection and advocacy in implementing all human rights
(e) More effective United Nations assistance to Member States and civil society, media and national human rights institutions, where they exist, at their request, in strengthening the rule of law and national democratic institutions for the promotion and protection of all human rights for all	Increased number of activities and measures taken to strengthen the rule of law and democratic institutions for the promotion and protection of all human rights for all
(f) Enhanced methodological expertise to implement human rights activities and to provide advice and assistance to requesting States, the United Nations system and other stakeholders	Increased number of methodological and operational guidelines and tools developed for the realization of all human rights
(g) Enhanced capacity of OHCHR to provide training and advice to promote human rights compliance with a view to protecting rights holders at the national level	Increased number of advisory and training activities provided by OHCHR and its partners, as appropriate, in relevant substantive areas

Strategy

20.11 This part of the subprogramme will be responsible for enhancing the research and analysis of human rights issues, problems and challenges, and the development and application of expertise on human rights themes and methodologies. It will be responsible for the consolidation, further development and strengthening of substantive human rights expertise to support effective engagement with countries and global and national-level partnerships, and to lead efforts within the United Nations system to meet current human rights challenges. Strengthened expertise will be used to support States' efforts in overcoming human rights implementation gaps and will provide the basis for OHCHR to work on technical cooperation, advocacy, training, policy development, analysis, protection and advice to partners at all levels. The strategy will focus on:

(a) Advocacy for the indivisibility, interdependence and interrelatedness of all human rights by enhancing substantive and methodological expertise; the promotion and protection of all human rights; the development and consolidation of partnerships for strengthening national capacity in the areas of the rule of law, democracy and good governance at all levels; human rights-based approaches to development, counter-terrorism and anti-trafficking measures as well as to the implementation of the 2030 Agenda for Sustainable Development and poverty reduction strategies and programmes; the protection of human rights in the context of the fight against terrorism; the protection of human rights in the context of business activities; contributing to the elimination of all forms of discrimination, racism, including its contemporary forms, racial discrimination, xenophobia and related intolerance; and strengthening respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by combating discrimination;

(b) Advancing knowledge, awareness, understanding and the implementation of all human rights, including through research, policy-oriented analysis, support to standard-setting capacity-building, advocacy, best practices and the development of methodologies in the areas of human rights protection, institution-building and education, development and delivery of human rights training activities, including within the framework of the World Programme for Human Rights Education, provision of specialized human rights reference services and improved knowledge management;

(c) Wider inclusion in advisory services and training provided to requesting States of measures to be taken to combat all forms of racism, racial discrimination, xenophobia and related intolerance, including through the effective implementation of all relevant international instruments and standards, and enhancement of research and analysis in this area;

(d) Follow-up to the Durban Declaration and Programme of Action, the outcome document of the Durban Review Conference and the political declaration of the high-level meeting of the General Assembly to commemorate the tenth anniversary of the adoption of the Durban Declaration and Programme of Action and the programme of activities for the implementation of the International Decade for People of African Descent (2015-2024), as well as organizing awareness-raising campaigns and disseminating information to that effect.

Subprogramme 2
Supporting human rights treaty bodies

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by providing support and advice to the human rights treaty bodies, ensuring that the guiding principles of this programme are adhered to and increasing the knowledge and awareness of the international human rights treaties and the work of all treaty bodies among national and international actors

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Fully support treaty bodies' work	(i) Increased percentage of documents submitted on time and in compliance with relevant rules and regulations for the issuance of documentation for consideration by treaty bodies
	(ii) Number of measures taken to strengthen support for treaty bodies and to assist States parties upon agreement to implement treaty body recommendations and concluding observations, to consider their views on individual communications, as well as to promote their follow-up

(b) Support treaty bodies in their efforts to improve and enhance their working methods	Increased number of States parties' reports considered by treaty bodies based on improved working methods
(c) Support States parties, upon request, in the preparation and timely submission of their national reports to the treaty bodies	Number of activities to support States parties, upon request, during the preparation and submission of their reports to the treaty bodies
(d) Enhanced awareness, knowledge and understanding of treaty body outputs	Increased percentage of uses of treaty body outputs
(e) Enhanced cooperation with relevant stakeholders at all levels with respect to the work of treaty bodies in accordance with their working methods and mandates	Increased number of activities carried out and measures taken in cooperation with relevant stakeholders at all levels in accordance with their working methods and mandates

Strategy

20.12 The subprogramme is under the responsibility of the Human Rights Treaties Division. The strategy will include:

(a) Assisting the Committee on the Elimination of Racial Discrimination; the Committee on Economic, Social and Cultural Rights; the Human Rights Committee; the Committee on the Elimination of Discrimination against Women; the Committee against Torture; the Committee on the Rights of the Child; the Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families; the Subcommittee on Prevention of Torture; the Committee on the Rights of Persons with Disabilities; and the Committee on Enforced Disappearances in their efforts to make their work more effective;

(b) Fully supporting treaty bodies in their efforts to improve their working methods, including by making their deliberations and decision-making more effective, in order to enhance their efficient and effective functioning;

(c) Drawing on all available in-house resources and expertise to provide support, including analytical capacity, for the review of State reports on the conduct of country visits by human rights treaty bodies, where provided for in the treaty or upon the request of States, and for the processing of individual complaints, in accordance with the guiding principles of this programme;

(d) Enhancing and coordinating in-house efforts more effectively and expanding partnerships with United Nations agencies, non-governmental organizations, national human rights institutions, where they exist, and the media to promote awareness and knowledge, including through new and effective methods of dissemination, such as better use of information and communications technologies, of all international human rights treaties and the work of all treaty bodies;

(e) Promoting the ratification of human rights treaties.

Subprogramme 3
Advisory services, technical cooperation and field activities

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights through enhanced capacity-building, including through assistance to requesting States, in accordance with the guiding principles of this programme

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of the United Nations to assist any country, at its request, in its efforts to translate its international human rights obligations into effective laws, regulations and policies	Increased number of legislative and policy changes in accordance with relevant international human rights standards and instruments as a result of OHCHR assistance to requesting countries
(b) Enhanced institutional capacity at the national level through engagement with requesting States to meet the challenges to the full realization of all human rights	Increased number of institutions established or strengthened in the field of human rights at the national level through assistance and training provided by OHCHR
(c) Increased outreach in the provision of mutually agreed assistance, including to remote areas in countries from all regions, through advisory services and technical cooperation, to promote and protect all human rights	Increased mutually agreed assistance, including to remote areas in countries from all regions, through advisory services and technical cooperation
(d) Enhanced support of OHCHR to human rights education and awareness-raising, including at the national level, at the request of States	Increased number of institutionalized human rights training and education programmes for all relevant actors introduced at the regional, subregional and national levels, with the support of the United Nations human rights programme
(e) Enhanced capacity of United Nations country teams, peacekeeping operations and peacebuilding activities to assist requesting countries in their efforts to develop national human rights protection systems	Increased number of activities implemented by United Nations country teams and human rights components of United Nations peacekeeping operations and peacebuilding activities in support of national human rights protection systems, in cooperation with requesting countries
(f) Enhanced role of OHCHR in contributing to the prevention of the continuation of human rights violations in accordance with the mandate of the High Commissioner for Human Rights	Increased number of activities undertaken by OHCHR contributing to resolving identified situations of large-scale human rights violations at short notice

(g) Timely and effective assistance to requesting States in the implementation of the recommendations they have agreed to in the universal periodic review process, including through the provision of assistance from the Voluntary Fund for Financial and Technical Assistance for the implementation of the universal periodic review	Increased number of assistance programmes and activities provided to requesting States in the implementation of universal periodic review recommendations

Strategy

20.13 The subprogramme is under the responsibility of the Field Operations and Technical Cooperation Division. The strategy will include:

(a) Providing States and stakeholders at the national level with human rights legal advice, education and training through mutually agreed technical cooperation programmes aimed at strengthening the administration of justice and developing effective national human rights institutions, human rights education programmes and comprehensive national plans of action;

(b) Strengthening cooperation within the United Nations system at the regional and subregional levels for the protection and promotion of human rights, including interaction between OHCHR programmes in the field and relevant United Nations human rights mechanisms;

(c) Strengthening United Nations efforts for peace, security and development by enhancing the capacity of United Nations country teams, peacekeeping operations and peacebuilding activities, and other United Nations field presences to assist countries, at their request, in the development of national human rights protection systems guided, inter alia, by the recommendations of human rights treaty bodies, the Human Rights Council and its subsidiary bodies and mechanisms. This will be achieved through joint activities with the United Nations offices or missions, where they exist, and the deployment of human rights officers and the provision of expert advice from Headquarters and regional and country offices, in accordance with the guiding principles of this programme;

(d) Rapidly deploying human rights observers and fact-finding missions in crisis situations, at the specific request of an affected country or as mandated by the Human Rights Council and other United Nations policymaking bodies;

(e) Assisting the Human Rights Council and its mechanisms, in particular the universal periodic review and special procedures, as well as other United Nations policymaking bodies and treaty bodies, in preparing for and following up on their dialogue with countries in the implementation of their mandates, and ensuring the efficient and effective functioning of the thematic and country-specific special procedures of the Human Rights Council by following human rights developments.

Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by providing strengthened support and advice, while ensuring that the guiding principles of this programme are adhered to, to the Human Rights Council and its subsidiary bodies and mechanisms, including the Advisory Committee, the special procedures, the universal periodic review and the complaint procedure

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Prompt and effective provision of strengthened support and advice to the Human Rights Council and its subsidiary bodies and mechanisms	(i) Increased percentage of documents submitted on time for consideration by the Human Rights Council in compliance with the relevant rules and regulations on the issuance of documentation
	(ii) Increased percentage of Member States providing feedback as a result of the support provided by the Secretariat
(b) Full support to the universal periodic review mechanism, including timely and effective assistance, as appropriate, to States within the universal periodic review framework	Number of activities for the effective preparation to the universal periodic review
(c) Enhanced support to improve the impact of the work of special procedures through the analysis of gaps in the implementation of international human rights instruments, the promotion of observance for international human rights standards and the provision of timely advice for addressing gross and systematic violations of human rights	(i) Increased number of plans and activities supported by OHCHR in follow-up to reports and recommendations made by the thematic mandate holders
	(ii) Increased number of responses and feedback from States
(d) Enhanced support to the complaint procedure established to address consistent patterns of gross and reliably attested violations of all human rights and all fundamental freedoms occurring in any part of the world and under any circumstances	(i) Increased percentage of documents submitted on time for consideration
	(ii) Increased percentage of communications considered by the implementing bodies as a result of timely and effective support by the Secretariat

(e) Enhanced cooperation at all levels with stakeholders who can benefit from and/or contribute to the work of the Human Rights Council and its subsidiary bodies and mechanisms	Increased number of joint activities, including with Governments, civil society organizations, United Nations agencies and programmes and the United Nations human rights machinery, including treaty bodies and policymaking bodies cooperating in the implementation of special procedures' findings and universal periodic review outcomes, in accordance with their respective mandates

Strategy

20.14 The Human Rights Council and Special Procedures Division of OHCHR is responsible for implementing the subprogramme. The strategy will include:

(a) Providing adequate strengthened technical and expert support, while ensuring that the guiding principles of this programme are adhered to, to the Human Rights Council and its subsidiary bodies and mechanisms, including the universal periodic review, the special procedures, the Advisory Committee and the complaint procedure;

(b) Enhancing the effective functioning of the Human Rights Council and its subsidiary bodies and mechanisms, including in their efforts to make their deliberations and decision-making processes more effective;

(c) Strengthening partnerships, including with Governments, civil society organizations, United Nations agencies and programmes and the United Nations human rights machinery, including treaty bodies and cooperating policymaking bodies, in order to support, as appropriate, in accordance with the guiding principles of this programme, follow-up to special procedures, findings and recommendations, and universal periodic review outcomes;

(d) Strengthening internal research and analytical information and education capability in support of the thematic special procedures and the universal periodic review mechanism, with a view to contributing to the enhancement of their effectiveness;

(e) Supporting and providing thematic expertise to fact-finding missions and special procedures mandate holders' country visits, including through enhanced cooperation within OHCHR;

(f) Disseminating knowledge of the conclusions, recommendations and other outcomes of the universal periodic review as well as the findings and methodology of the thematic special procedures, and improving coordination, where appropriate, among mandate holders, as well as between them and other mechanisms of the human rights machinery, in accordance with their respective mandates;

(g) Reinforcing dialogue and cooperation among the thematic special procedures, the universal periodic review mechanism and partners, including Member States, United Nations country teams, national human rights institutions, civil society organizations and the victims themselves;

(h) Strengthening the capacity and role of the OHCHR Documents Processing Unit, acting in close cooperation with the United Nations Office at Geneva, with a view to the more effective coordination and streamlining of OHCHR documentation.

Legislative mandates

General Assembly resolutions

47/135	Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
48/121	World Conference on Human Rights
48/141	High Commissioner for the promotion and protection of all human rights
55/2	United Nations Millennium Declaration
56/266	Comprehensive implementation of and follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
60/1	2005 World Summit Outcome
60/251	Human Rights Council
61/159	Composition of the staff of the Office of the United Nations High Commissioner for Human Rights
61/166	Promotion of equitable and mutually respectful dialogue on human rights
61/295	United Nations Declaration on the Rights of Indigenous Peoples
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations
63/117	Optional Protocol to the International Covenant on Economic, Social and Cultural Rights (subprogrammes 1 and 2)
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/200	International Convention on the Elimination of All Forms of Racial Discrimination (subprogrammes 1, 2 and 4)
65/281	Review of the Human Rights Council
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding (subprogrammes 1 and 4)

66/3	United against racism, racial discrimination, xenophobia and related intolerance (subprogrammes 1 and 4)
67/1	Declaration of the High-level Meeting of the General Assembly on the Rule of Law at the National and International Levels (subprogrammes 1 and 4)
67/144	Intensification of efforts to eliminate all forms of violence against women (subprogrammes 1 and 4)
67/164	Human rights and extreme poverty (subprogrammes 1 and 4)
68/134	Follow-up to the Second World Assembly on Ageing
68/165	Right to the truth
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders
69/166	The right to privacy in the digital age
69/172	Human rights in the administration of justice (subprogrammes 1 and 4)
69/186	Moratorium on the use of the death penalty
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (subprogrammes 1, 2 and 4)
70/136	Report of the Human Rights Council
70/137	Rights of the child (subprogrammes 2 and 4)
70/139	Combating glorification of Nazism, neo-Nazism and other practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
70/140	A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action (subprogrammes 1 and 4)
70/146	Torture and other cruel, inhuman or degrading treatment or punishment (subprogrammes 1 and 4)
70/147	Protection of migrants
70/149	Promotion of a democratic and equitable international order (subprogrammes 1 and 4)

70/150	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity (subprogrammes 1 and 4)
70/151	Human rights and unilateral coercive measures (subprogrammes 1 and 4)
70/154	The right to food (subprogrammes 1 and 4)
70/157	Combating intolerance, negative stereotyping, stigmatization, discrimination, incitement to violence and violence against persons, based on religion or belief (subprogrammes 1 and 4)
70/160	International Convention for the Protection of All Persons from Enforced Disappearance (subprogrammes 1, 2 and 4)
70/162	The safety of journalists and the issue of impunity
70/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
70/169	The human rights to safe drinking water and sanitation (subprogrammes 1 and 4)
70/170	Towards the full realization of an inclusive and accessible United Nations for persons with disabilities (subprogrammes 1 and 4)
70/176	Taking action against gender-related killing of women and girls (subprogrammes 1 and 4)
70/179	Improving the coordination of efforts against trafficking in persons (subprogrammes 1 and 4)
70/232	Rights of indigenous peoples (subprogrammes 1 and 4)

Human Rights Council resolutions and decisions

2/102	Reports and studies of mechanisms and mandates (subprogramme 3)
4/1	Question of the realization in all countries of economic, social and cultural rights (subprogrammes 1 and 4)
4/6	Strengthening of the Office of the United Nations High Commissioner for Human Rights
4/7	Rectification of the legal status of the Committee on Economic, Social and Cultural Rights (subprogrammes 1 and 2)
5/1	Institution-building of the United Nations Human Rights Council
5/2	Code of Conduct for Special Procedures Mandate-holders of the Human Rights Council (subprogrammes 1 and 4)

6/9	Development of public information activities in the field of human rights, including the World Public Information Campaign on Human Rights
6/30	Integrating the human rights of women throughout the United Nations system
6/36	Expert mechanism on the rights of indigenous peoples (subprogrammes 1 and 4)
7/11	The role of good governance in the promotion and protection of human rights
8/4	The right to education
10/5	Composition of staff of the Office of the United Nations High Commissioner for Human Rights
12/10	Follow-up to the seventh special session of the Human Rights Council on the negative impact of the worsening of the world food crisis on the realization of the right to food for all (subprogrammes 1 and 4)
16/1	United Nations Declaration on Human Rights Education and Training (subprogrammes 1 and 4)
16/15	Role of international cooperation in support of national efforts for the realization of the rights of persons with disabilities (subprogrammes 1 and 4)
16/21	Review of the work and functioning of the Human Rights Council
17/14	Right of everyone to the enjoyment of the highest attainable standard of physical and mental health in the context of development and access to medicines (subprogrammes 1 and 4)
17/119	Follow-up to Human Rights Council resolution 16/21 with regard to the universal periodic review (subprogrammes 3 and 4)
18/117	Reporting by the Secretary-General on the question of the death penalty (subprogrammes 1 and 3)
19/5	Question of the realization in all countries of economic, social and cultural rights (subprogrammes 1, 2 and 4)
19/7	The right to food (subprogrammes 1 and 4)
19/23	Forum on Minority Issues (subprogrammes 1 and 4)
19/35	The promotion and protection of human rights in the context of peaceful protests (subprogrammes 1 and 4)
19/37	Rights of the child (subprogrammes 1, 2 and 4)

19/38	The negative impact of the non-repatriation of funds of illicit origin to the countries of origin on the enjoyment of human rights, and the importance of improving international cooperation (subprogrammes 1 and 4)
19/119	Task force on secretariat services, accessibility for persons with disabilities and use of information technology (subprogrammes 1 and 4)
20/4	The right to a nationality: women and children (subprogrammes 1, 2 and 4)
21/2	The human right to safe drinking water and sanitation (subprogrammes 1 and 4)
21/5	Contribution of the United Nations system as a whole to the advancement of the business and human rights agenda and the dissemination and implementation of the Guiding Principles on Business and Human Rights
21/11	Guiding principles on extreme poverty and human rights (subprogrammes 1 and 4)
21/15	Human rights and transitional justice (subprogrammes 1 and 4)
21/18	Human rights and issues related to terrorist hostage-taking (subprogrammes 1 and 4)
22/9	The right to food (subprogrammes 1 and 4) (to be reconsidered in 2016)
23/12	Human rights and international solidarity
23/25	Accelerating efforts to eliminate all forms of violence against women: preventing and responding to rape and other forms of sexual violence (to be reconsidered in 2016)
24/18	The human right to safe drinking water and sanitation (to be reconsidered in 2016)
24/20	The human rights of older persons (to be reconsidered in 2016)
24/35	Impact of arms transfers on human rights in armed conflicts (subprogrammes 2 and 4)
24/118	Establishment of a special fund for the participation of civil society in the Social Forum, the Forum on Minority Issues and the Forum on Business and Human Rights (subprogrammes 1 and 4)
25/6	Rights of the child: access to justice for children (subprogrammes 1 and 4) (to be reconsidered in 2017)
25/8	The role of good governance in the promotion and protection of human rights (subprogrammes 1 and 4)
25/117	Panel on the right to privacy in the digital age

26/9	Elaboration of an international legally binding instrument on transnational corporations and other business enterprises with respect to human rights
26/17	The right to education: follow-up to Human Rights Council resolution 8/4 (subprogrammes 1 and 4) (to be reconsidered in 2017)
26/22	Human rights and transnational corporations and other business enterprises (to be reconsidered in 2017)
27/5	The safety of journalists (subprogrammes 1 and 4)
27/21	Human rights and unilateral coercive measures (subprogrammes 1 and 4)
28/3	Ensuring use of remotely piloted aircraft or armed drones in counter-terrorism and military operations in accordance with international law, including international human rights and humanitarian law
28/17	Effects of terrorism on the enjoyment of human rights
29/9	Protection of human rights and fundamental freedoms while countering terrorism (subprogrammes 1 and 4)
29/10	Human rights and the regulation of civilian acquisition, possession and use of firearms
29/11	The negative impact of corruption on the enjoyment of human rights
30/4	Human rights and indigenous peoples (subprogrammes 1 and 4)
30/11	Review of the mandate of the Expert Mechanism on the Rights of Indigenous Peoples (subprogrammes 1 and 4)
30/15	Human rights and preventing and countering violent extremism
30/21	Enhancement of technical cooperation and capacity-building in the field of human rights

Resolutions adopted by the Human Rights Council at special sessions

S-7/1	The negative impact of the worsening of the world food crisis on the realization of the right to food for all (subprogrammes 1 and 4)
S-10/1	The impact of the global economic and financial crises on the universal realization and effective enjoyment of human rights (subprogrammes 1 and 4)
S-12/1	The human rights situation in the Occupied Palestinian Territory, including East Jerusalem (subprogrammes 3 and 4)
S-15/1	Situation of human rights in the Libyan Arab Jamahiriya (subprogrammes 3 and 4)

S-16/1	The current human rights situation in the Syrian Arab Republic in the context of recent events (subprogrammes 3 and 4)
S-17/1	Situation of human rights in the Syrian Arab Republic (subprogrammes 3 and 4)
S-18/1	The human rights situation in the Syrian Arab Republic (subprogrammes 3 and 4)
S-19/1	The deteriorating situation of human rights in the Syrian Arab Republic, and the recent killings in El-Houleh (subprogrammes 3 and 4)
S-20/1	Situation of human rights in the Central African Republic and technical assistance in the field of human rights
S-21/1	Ensuring respect for international law in the Occupied Palestinian Territory, including East Jerusalem
S-22/1	The human rights situation in Iraq in the light of abuses committed by the so-called Islamic State in Iraq and the Levant and associated groups
S-23/1	Atrocities committed by the terrorist group Boko Haram and its effects on human rights in the affected States
S-24/1	Preventing the deterioration of the human rights situation in Burundi

Subprogramme 1
Human rights mainstreaming, right to development, and research and analysis

General Assembly resolutions

41/128	Declaration on the Right to Development
46/122	United Nations Voluntary Trust Fund on Contemporary Forms of Slavery
59/113 A and B	World Programme for Human Rights Education
59/174	Second International Decade of the World's Indigenous People
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
60/147	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law
62/163	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all

64/12	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
64/290	The right to education in emergency situations
65/186	Realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond
65/224	Combating defamation of religions
65/277	Political Declaration on HIV and AIDS: Intensifying our Efforts to Eliminate HIV and AIDS
66/124	High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities
66/137	United Nations Declaration on Human Rights Education and Training
66/149	World Down Syndrome Day
66/288	The future we want
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons
67/145	Trafficking in women and girls
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/116	The rule of law at the national and international levels
68/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
68/173	Follow-up to the International Year of Human Rights Learning
68/192	Improving the coordination of efforts against trafficking in persons
68/224	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
68/237	Proclamation of the International Decade for People of African Descent

68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
69/2	Outcome document of the high-level plenary meeting of the General Assembly known as the World Conference on Indigenous Peoples
69/162	A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
69/170	International Albinism Awareness Day
69/184	Missing persons
69/205	International trade and development
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/143	Universal realization of the right of peoples to self-determination
70/148	Protection of human rights and fundamental freedoms while countering terrorism
70/153	Enhancement of international cooperation in the field of human rights
70/155	The right to development
70/156	Human rights and cultural diversity
70/159	Globalization and its impact on the full enjoyment of all human rights
70/164	Measures to enhance the promotion and protection of the human rights and dignity of older persons
70/177	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
70/229	Persons with albinism

Economic and Social Council resolutions and decisions

1997/30	Administration of juvenile justice
2005/30	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law
2006/4	Sustained economic growth for social development, including the eradication of poverty and hunger

2007/33	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2011/27	Further promotion of equalization of opportunities by, for and with persons with disabilities and mainstreaming disability in the development agenda
2015/23	Implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons

Human Rights Council resolutions and decisions

3/103	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance and the effective implementation of the Durban Declaration and Programme of Action
4/5	Globalization and its impact on the full enjoyment of all human rights
6/1	Protection of cultural rights and property in situations of armed conflict
6/6	Promotion of the enjoyment of the cultural rights of everyone and respect for different cultural identities
6/11	Protection of cultural heritage as an important component of the promotion and protection of cultural rights
8/2	Optional Protocol to the International Covenant on Economic, Social and Cultural Rights
8/5	Promotion of a democratic and equitable international order
8/11	Human rights and extreme poverty
9/9	Protection of the human rights of civilians in armed conflict
11/4	Promotion of the right of peoples to peace
11/12	Intergovernmental Working Group on the Effective Implementation of the Durban Declaration and Programme of Action
12/6	Human rights of migrants: migration and human rights of the child
12/7	Elimination of discrimination against persons affected by leprosy and their family members
12/17	Elimination of discrimination against women
13/10	Adequate housing as a component of the right to an adequate standard of living, in the context of mega-events
14/12	Accelerating efforts to eliminate all forms of violence against women: ensuring due diligence in prevention

15/5	Forensic genetics and human rights
16/11	Human rights and the environment
16/12	Rights of the child: a holistic approach to the protection and promotion of the rights of children working and/or living on the street
16/28	The protection of human rights in the context of human immunodeficiency virus (HIV) and acquired immunodeficiency syndrome (AIDS)
17/22	Migrants and asylum-seekers fleeing recent events in North Africa
18/2	Preventable maternal mortality and morbidity and human rights
18/15	The incompatibility between democracy and racism
18/28	Mandate of the Working Group of Experts on People of African Descent (to be reconsidered in 2016)
19/11	Rights of persons with disabilities: participation in political and public life
21/3	Promoting human rights and fundamental freedoms through a better understanding of traditional values of humankind: best practices
21/7	Right to the truth
21/19	Promotion of the human rights of peasants and other people working in rural areas
21/30	Elaboration of complementary standards to the International Convention on the Elimination of All Forms of Racial Discrimination
22/3	The work and employment of persons with disabilities
22/4	Rights of persons belonging to national or ethnic, religious and linguistic minorities
22/5	Question of the realization in all countries of economic, social and cultural rights
22/7	Birth registration and the right of everyone to recognition everywhere as a person before the law
22/10	The promotion and protection of human rights in the context of peaceful protests
22/11	Panel on the human rights of children of parents sentenced to the death penalty or executed
22/30	Intergovernmental Working Group on the Effective Implementation of the Durban Declaration and Programme of Action
22/32	Rights of the child: the right of the child to the enjoyment of the highest attainable standard of health

22/34	Education as a tool to prevent racism, racial discrimination, xenophobia and related intolerance
23/4	The right to education: follow-up to Human Rights Council resolution 8/4
23/5	Trafficking in persons, especially women and children: efforts to combat human trafficking in supply chains of businesses
24/8	Equal political participation
24/11	Preventable mortality and morbidity of children under 5 years of age as a human rights concern
24/15	World Programme for Human Rights Education
24/16	The role of prevention in the promotion and protection of human rights
24/17	Conscientious objection to military service
24/23	Strengthening efforts to prevent and eliminate child, early and forced marriage: challenges, achievements, best practices and implementation gaps
24/26	From rhetoric to reality: a global call for concrete action against racism, racial discrimination, xenophobia and related intolerance
24/117	High-level panel on the identification of good practices in combating female genital mutilation
26/14	Human rights and arbitrary deprivation of nationality
28/7	Renewal of the mandate of the open-ended intergovernmental working group to consider the possibility of elaborating an international regulatory framework on the regulation, monitoring and oversight of the activities of private military and security companies
28/14	Human rights, democracy and the rule of law
28/28	Contribution of the Human Rights Council to the special session of the General Assembly on the world drug problem of 2016
28/29	Combating intolerance, negative stereotyping and stigmatization of, and discrimination, incitement to violence and violence against, persons based on religion or belief
28/34	Prevention of genocide
29/2	Protection of the human rights of migrants: migrants in transit
29/15	Human rights and climate change
29/19	The Social Forum
29/20	The incompatibility between democracy and racism
30/5	The question of the death penalty

30/7	Human rights in the administration of justice, including juvenile justice
30/16	From rhetoric to reality: a global call for concrete action against racism, racial discrimination, xenophobia and related intolerance
30/17	Forum on people of African descent in diaspora
30/28	The right to development

President's statements agreed upon by the Human Rights Council

PRST/22/1	Mainstreaming human rights throughout the United Nations system

Subprogramme 2
Supporting human rights treaty bodies

General Assembly resolutions

2106 A (XX)	International Convention on the Elimination of All Forms of Racial Discrimination
2200 (XXI)	International Covenant on Economic, Social and Cultural Rights, International Covenant on Civil and Political Rights and Optional Protocol to the International Covenant on Civil and Political Rights
34/180	Convention on the Elimination of All Forms of Discrimination against Women
36/151	United Nations Voluntary Fund for Victims of Torture
39/46	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
45/158	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
49/178	Effective implementation of international instruments on human rights, including reporting obligations under international instruments on human rights
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women
54/263	Optional Protocols to the Convention on the Rights of the Child on the involvement of children in armed conflict and on the sale of children, child prostitution and child pornography
61/106	Convention on the Rights of Persons with Disabilities
65/204	Committee against Torture
66/138	Optional Protocol to the Convention on the Rights of the Child on a communications procedure
68/156	Torture and other cruel, inhuman or degrading treatment or punishment

68/268	Strengthening and enhancing the effective functioning of the human rights treaty body system
69/169	International Convention for the Protection of All Persons from Enforced Disappearance
70/131	Convention on the Elimination of All Forms of Discrimination against Women
70/144	International Covenants on Human Rights
70/145	Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto
70/152	Promotion of equitable geographical distribution in the membership of the human rights treaty bodies

Human Rights Council resolution

9/8	Effective implementation of international human rights instruments

Subprogramme 3
Advisory services, technical cooperation and field activities

General Assembly resolutions

63/170	Regional arrangements for the promotion and protection of human rights
69/18	The situation in Afghanistan (to be reconsidered in 2016)
69/90	Work of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories (to be reconsidered in 2016)
69/91	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and the other occupied Arab territories
69/92	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan (to be reconsidered in 2016)
69/93	Israeli practices affecting the human rights of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem (to be reconsidered in 2016)
69/94	The occupied Syrian Golan (to be reconsidered in 2016)
70/141	The right of the Palestinian people to self-determination
70/163	National institutions for the promotion and protection of human rights
70/167	Subregional Centre for Human Rights and Democracy in Central Africa (to be reconsidered in 2016)

70/171	United Nations Human Rights Training and Documentation Centre for South-West Asia and the Arab Region (to be reconsidered in 2016)
70/172	Situation of human rights in the Democratic People's Republic of Korea (to be reconsidered in 2016)
70/173	Situation of human rights in the Islamic Republic of Iran (to be reconsidered in 2016)
70/233	Situation of human rights in Myanmar (to be reconsidered in 2016)
70/234	Situation of human rights in the Syrian Arab Republic (to be reconsidered in 2016)

Human Rights Council resolutions and decisions

2/113	Cooperation with the Office of the United Nations High Commissioner for Human Rights: Afghanistan
14/5	The role of prevention in the promotion and protection of human rights
23/17	National institutions for the promotion and protection of human rights
28/21	Situation of human rights in the Islamic Republic of Iran (to be reconsidered in 2016)
28/22	Situation of human rights in the Democratic People's Republic of Korea (to be reconsidered in 2016)
28/23	Situation of human rights in Myanmar (to be reconsidered in 2016)
28/24	Human rights in the occupied Syrian Golan (to be reconsidered in 2016)
28/25	Right of the Palestinian people to self-determination (to be reconsidered in 2016)
28/26	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and in the occupied Syrian Golan (to be reconsidered in 2016)
28/27	Human rights situation in the Occupied Palestinian Territory, including East Jerusalem (to be reconsidered in 2016)
28/30	Technical assistance and capacity-building to improve human rights in Libya (to be reconsidered in 2016)
28/31	Technical assistance and capacity-building for Mali in the field of human rights (to be reconsidered in 2016)
28/32	Technical assistance and capacity-building in strengthening human rights in Iraq in the light of the abuses committed by Daesh and associated terrorist groups

28/33	Strengthening of technical cooperation and consultative services in Guinea (to be reconsidered in 2016)
29/18	Situation of human rights in Eritrea (to be reconsidered in 2016)
29/21	Situation of human rights of Rohingya Muslims and other minorities in Myanmar
29/23	Cooperation and assistance to Ukraine in the field of human rights
29/24	Capacity-building and technical cooperation with Côte d'Ivoire in the field of human rights (to be reconsidered in 2016)
29/25	Ensuring accountability and justice for all violations of international law in the Occupied Palestinian Territory, including East Jerusalem
30/1	Promoting reconciliation, accountability and human rights in Sri Lanka
30/3	Regional arrangements for the promotion and protection of human rights
30/10	The grave and deteriorating human rights and humanitarian situation in the Syrian Arab Republic
30/18	Technical assistance and capacity-building for Yemen in the field of human rights (to be reconsidered in 2016)
30/19	Technical assistance and capacity-building in the field of human rights in the Central African Republic (to be reconsidered in 2016)
30/20	Assistance to Somalia in the field of human rights (to be reconsidered in 2016)
30/22	Technical assistance and capacity-building to improve human rights in the Sudan
30/23	Advisory services and technical assistance for Cambodia (to be reconsidered in 2017)
30/24	National policies and human rights
30/26	Technical assistance and capacity-building for human rights in the Democratic Republic of the Congo (to be reconsidered in 2016)

President's statement agreed upon by the Human Rights Council

PRST/28/3	Situation of human rights in Haiti (to be reconsidered in 2016)

Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms

General Assembly resolutions

66/130	Women and political participation
67/168	Extrajudicial, summary or arbitrary executions

70/130	Violence against women migrant workers
70/142	Use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
70/158	Freedom of religion or belief
70/161	Human rights defenders in the context of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms
70/165	Protection of and assistance to internally displaced persons

Human Rights Council resolutions and decisions

6/17	Establishment of funds for the universal periodic review mechanism of the Human Rights Council
6/102	Follow-up to Human Rights Council resolution 5/1
11/11	System of special procedures
12/2	Cooperation with the United Nations, its representatives and mechanisms in the field of human rights
19/26	Terms of reference for the Voluntary Technical Assistance Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the Work of the Human Rights Council
20/8	The promotion, protection and enjoyment of human rights on the Internet
21/8	Use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
22/8	Protection of human rights and fundamental freedoms while countering terrorism: mandate of the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism (to be reconsidered in 2016)
22/16	Promotion and protection of human rights in post-disaster and post-conflict situations
22/20	Freedom of religion or belief (to be reconsidered in 2016)
22/115	Human Rights Council webcast
23/3	Enhancement of international cooperation in the field of human rights
23/7	Elimination of discrimination against women (to be reconsidered in 2016)
23/8	Mandate of the Special Rapporteur on the human rights of internally displaced persons (to be reconsidered in 2016)

23/16	Promotion of the right to peace
24/3	Special Rapporteur on contemporary forms of slavery, including its causes and consequences (to be reconsidered in 2016)
24/5	The rights to freedom of peaceful assembly and of association (to be reconsidered in 2016)
24/6	The right of everyone to the enjoyment of the highest attainable standard of physical and mental health (to be reconsidered in 2016)
24/7	Arbitrary detention (to be reconsidered in 2016)
24/9	Human rights and indigenous peoples: mandate of the Special Rapporteur on the rights of indigenous peoples (to be reconsidered in 2016)
24/13	The use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination (to be reconsidered in 2016)
25/5	Mandate of the Independent Expert on minority issues (to be reconsidered in 2017)
25/13	Torture and other cruel, inhuman or degrading treatment or punishment: mandate of the Special Rapporteur (to be reconsidered in 2017)
25/16	Mandate of the Independent Expert on the effects of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights, particularly economic, social and cultural rights (to be reconsidered in 2017)
25/17	Adequate housing as a component of the right to an adequate standard of living (to be reconsidered in 2017)
25/18	Mandate of the Special Rapporteur on the situation of human rights defenders (to be reconsidered in 2017)
25/32	Mandate of the Special Rapporteur on contemporary forms of racism, racial discrimination, xenophobia and related intolerance (to be reconsidered in 2017)
26/3	Extreme poverty and human rights (to be reconsidered in 2017)
26/7	Mandate of the Special Rapporteur on the independence of judges and lawyers (to be reconsidered in 2017)
26/8	Mandate of the Special Rapporteur on trafficking in persons, especially women and children (to be reconsidered in 2017)
26/12	Mandate of the Special Rapporteur on extrajudicial, summary or arbitrary executions (to be reconsidered in 2017)
26/19	Human rights of migrants: mandate of the Special Rapporteur on the human rights of migrants (to be reconsidered in 2017)

26/20	Special Rapporteur on the rights of persons with disabilities (to be reconsidered in 2018)
27/1	Enforced or involuntary disappearances (to be reconsidered in 2017)
27/3	Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence (to be reconsidered in 2017)
27/9	Mandate of the Independent Expert on the promotion of a democratic and equitable international order (to be reconsidered in 2017)
27/23	Mandate of the Special Rapporteur on the implications for human rights of the environmentally sound management and disposal of hazardous substances and wastes (to be reconsidered in 2017)
27/30	Effects of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights, particularly economic, social and cultural rights: the activities of vulture funds
28/6	Independent Expert on the enjoyment of human rights by persons with albinism (to be reconsidered in 2018)
28/9	Mandate of the Special Rapporteur in the field of cultural rights (to be reconsidered in 2018)
28/11	Human rights and the environment (to be reconsidered in 2018)
28/16	The right to privacy in the digital age (to be reconsidered in 2018)
29/5	Elimination of discrimination against persons affected by leprosy and their family members
29/12	Unaccompanied migrant children and adolescents and human rights

President's statements agreed upon by the Human Rights Council

PRST/1/1	Entry into force of the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
PRST/6/2	The twentieth anniversary of the entry into force of the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
PRST/8/1	Modalities and practices for the universal periodic review process
PRST/9/2	Follow-up to President's statement 8/1
PRST/15/2	President's statement
PRST/18/2	Statement by the President
PRST/19/1	Statement by the President
PRST/20/1	Reports of the Working Group on the Universal Periodic Review
PRST/29/1	Enhancing the efficiency of the Human Rights Council

Programme 21

International protection, durable solutions and assistance to refugees

Overall orientation

21.1 The overall objective of the programme is to ensure international protection to refugees and others of concern to the Office of the United Nations High Commissioner for Refugees (UNHCR) and to seek permanent solutions to their problems in cooperation with States and other organizations, including through the provision of humanitarian assistance.

21.2 The mandate for the programme is contained in General Assembly resolution 319 A (IV), by which the Assembly established UNHCR as from 1 January 1951, and resolution 428 (V), which sets out the statute of the Office. The Assembly has also called upon the High Commissioner to ensure that refugees returning voluntarily to their countries of origin ("returnees") receive assistance to help sustainable reintegration, as well as to monitor their safety and well-being upon return. UNHCR has also been mandated to address the situation of stateless persons in accordance with the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness. UNHCR provides protection and humanitarian assistance to internally displaced persons, working in cooperation with the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator or at the specific request of the Secretary-General and with the consent of the State concerned. In its work for internally displaced persons and as part of the collaborative response of the United Nations system to internal displacement, UNHCR has been given lead or co-lead responsibility for protection, emergency shelter and camp management and coordination cluster areas.

21.3 The basic provisions of the UNHCR statute were built upon by the General Assembly in its resolution 832 (IX). Through the adoption by the Assembly of its resolution 58/153 on implementing actions, UNHCR was given a renewed mandate to address the challenge of forced displacement through a mission based on a spirit of solidarity, responsibility and burden-sharing, with an abiding commitment to make the Office a truly multilateral institution.

21.4 The international legal basis for the protection of refugees finds its principal expression in the 1951 Convention relating to the Status of Refugees and the 1967 Protocol thereto and is supplemented by regional instruments, such as the Organization of African Unity Convention governing the specific aspects of refugee problems in Africa of 1969 and the Cartagena Declaration on Refugees (1984). The international legal basis for addressing the situation of stateless persons stems from the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness. In addition, other international human rights instruments, such as the Convention on the Rights of the Child (1989), are relevant in providing international protection to refugees, stateless persons, internally displaced persons, returnees and others of concern.

21.5 The overall strategy for 2018-2019 will cover a range of activities that UNHCR will undertake in cooperation with States and various organizations. It will be guided by the global strategic priorities set by the High Commissioner and incorporate concerted responses to the challenges met by the Office in the previous biennium, including responding to large-scale refugee emergencies, providing protection to persons living outside of camps in urban and rural settings, reinforcing linkages with development actors and engaging in a coordinated response to the problems faced by internally displaced persons. It will contribute to international efforts to achieve progress against the Sustainable Development Goals set out in the 2030 Agenda for Sustainable Development.

21.6 Notable among the activities to be implemented for 2018-2019 are the following:

(a) Pursuing comprehensive strategies, in cooperation with States and organizations, for achieving durable solutions for refugees and others of concern, while promoting effective protection of displaced persons;

(b) Strengthening the legal regime for international protection, including through the promotion of accessions to international and regional instruments relating to the status of refugees or otherwise benefiting refugees, the effective implementation of refugee rights and the promotion and dissemination of refugee law and protection principles;

(c) Enhancing and reinforcing host country capacity to provide asylum and protection;

(d) Ensuring that UNHCR fully participates in and supports the strengthened collaborative response of the United Nations to situations of internal displacement;

(e) Continuing to develop contingency planning, emergency preparedness and response capabilities, in coordination with other organizations, so as to respond effectively and efficiently to situations of forced displacement;

(f) Promoting gender equality and the empowerment of women and ensuring that UNHCR and its partners mainstream into all aspects of programme delivery full consideration of the rights of persons of concern, as well as the particular needs and capacities, ascertained through participatory assessments and the age, gender and diversity approach, of refugee women and children, older refugees, refugees with disabilities and other persons with specific needs;

(g) Ensuring the security of refugee camps, settlements and areas of return, as well as their civilian and humanitarian character, and exploring further concrete ways of enhancing the safety and security of UNHCR staff and other humanitarian workers working with refugees and returnees. In this regard, due consideration should be given to the obligation of United Nations officials to observe fully both the laws and regulations of Member States and their duties and responsibilities to the Organization;

(h) Systematically following up on relevant recommendations in the plans of action emanating from international conferences and involving other humanitarian and development organizations, in the provision of assistance to persons of concern to UNHCR, as well as in the search for durable solutions;

(i) As part of the 10-year campaign to end statelessness (the "I Belong" campaign), advocating the prevention and reduction of statelessness, as well as the protection of stateless persons, by promoting the accession by States to the relevant international instruments and working with States to facilitate the acquisition, reacquisition or confirmation of nationality by stateless persons.

21.7 The programme is under the intergovernmental guidance of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees, in accordance with its terms of reference, as adopted by the General Assembly in its resolution 1166 (XII). The Executive Committee was formally established by the Economic and Social Council in its resolution 672 (XXV) and came into existence on 1 January 1959. Reaffirming the terms of reference laid down by the General Assembly, the Council decided that the Executive Committee, being entrusted with the terms of reference set forth in Assembly resolution 1166 (XII), should:

(a) Determine the general policies under which the High Commissioner should plan, develop and administer the programmes and projects required to help solve the problems referred to in its resolution 1166 (XII);

(b) Review at least annually the use of funds made available to the High Commissioner and the programmes and projects being proposed or carried out by the Office of the High Commissioner;

(c) Have authority to make changes in and give final approval for the use of funds and the programmes and projects referred to in subparagraphs (a) and (b) above.

21.8 Although established by the Economic and Social Council, which elects its members, the Executive Committee functions as a subsidiary organ of the General Assembly and is the key advisory body of UNHCR. The annual cycle of meetings of the Executive Committee consists of one annual plenary session and a number of intersessional meetings of the Standing Committee. Reports on the sessions of the Executive Committee are submitted to the General Assembly as addenda to the reports of the High Commissioner. The High Commissioner, who is elected by the General Assembly on the nomination of the Secretary-General, provides the overall direction, supervision and management of the activities under this programme. The functions of the High Commissioner are set out in the annex to the statute of UNHCR. The High Commissioner is assisted by a Deputy High Commissioner and by two Assistant High Commissioners, for Protection and for Operations, respectively.

Objective of the Organization: To ensure international protection to refugees and other persons of concern to the Office of the United Nations High Commissioner for Refugees, and to achieve durable solutions to their problems in cooperation with States and other organizations, including through the provision of humanitarian assistance

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved overall protection environment for refugees and others of concern	(i) Increased number of ratifications of or accessions to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness

	(ii) Increased number of ratifications of or accessions to the African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa (2009)
	(iii) Increased participation of government and partner staff in learning activities concerning international protection standards
(b) Refugees and others of concern are treated fairly and efficiently when seeking protection, and receive adequate documentation	(i) Increased percentage of refugees and asylum seekers who are registered on an individual basis
	(ii) Increased percentage of refugees and others of concern who receive individual identity and civil documentation
(c) Increased safety from violence and exploitation for refugees and others of concern, especially women and children	(i) Increased number of UNHCR operations in which support to survivors of violence, including sexual and gender-based violence, has improved
	(ii) Number of operations with an increased percentage of unaccompanied and separated children for whom a "best interests" process has been initiated or completed
(d) The basic needs of refugees and others of concern are met and essential services are provided without discrimination and with specific consideration to age, gender and physical condition	(i) Increased number of sites where global acute malnutrition levels meet acceptable standards
	(ii) Increased percentage of households of refugees and others of concern with adequate dwellings
	(iii) Increased number of sites where the mortality rate of children of concern under 5 years of age meets acceptable standards
	(iv) Increased number of operations in which the percentage of refugee children between 6 and 13 years of age enrolled in primary education has improved
(e) Refugees and others of concern, both men and women, participate equally within their communities and their self-reliance is promoted	(i) Increased number of sites where the participation of women in leadership or management structures has improved
	(ii) Increased number of operations implementing comprehensive strategies to promote the self-reliance of refugees and others of concern
	(iii) Increased percentage of UNHCR operations implementing alternatives to camps

(f) Progress in finding durable solutions for refugees supported by sustained international cooperation	(i) Increased number of countries where refugees and others of concern benefit from joint programming on durable solutions between UNHCR and other agencies
	(ii) Increased number of operations where the percentage of refugees identified as in need of resettlement submitted for resettlement has been maintained or increased
	(iii) Increased percentage of UNHCR operations supporting national authorities with the local integration of refugees
	(iv) Increased voluntary repatriation of refugees, where conditions permit, and their sustainable reintegration in the country of origin
(g) Strengthened partnership and emergency-response capacity to meet the needs of refugees and persons of concern	(i) Increased percentage of emergencies in which the first delivery of protection and relief is made within three days of the onset of the emergency
	(ii) Increased number of appropriately trained staff (including partners) deployed to emergencies

Strategy

21.9 The implementation of the programme falls under the overall responsibility of the High Commissioner and is overseen by the Deputy High Commissioner, the Assistant High Commissioners for Protection and Operations, the regional bureaux of UNHCR and the divisions at its headquarters. The Office will continue to strive to further improve accountability, financial and programme control and risk management.

21.10 Further accessions to the 1951 Convention relating to the Status of Refugees and the 1967 Protocol thereto, as well as to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness, will be promoted. Monitoring of the observance by States of international legal standards for the treatment of refugees, especially the right to seek and enjoy asylum and the fundamental principle of non-refoulement, will contribute to ensuring the effective implementation of refugee rights by the States concerned. This will involve promoting the idea that States should establish fair and efficient procedures for the determination of refugee status and ensure that all persons seeking international protection are granted access to those procedures and mechanisms. UNHCR will also embark on implementing its new approach towards refugee status determination. Continued attention will be given to ensuring that State asylum systems and procedures incorporate an age, gender and diversity perspective. The Office will deliver appropriate training and capacity-building services to support national capacity in building effective asylum systems, including refugee status determination. UNHCR will work with Governments to raise awareness that gender-related forms of persecution may be grounds for refugee status. It will also work with Governments to raise awareness of the fact that gender-based violence against refugees and persons of concern requires a concerted protection response.

21.11 The Office will encourage States to ensure the protection of refugees and others of concern within broader migration movements. It will also continue to be involved in meeting the challenges posed by irregular maritime movements, improving rescue and disembarkation and ensuring proper reception conditions, the fair treatment of protection claims and international cooperation on sharing responsibility in providing solutions for those rescued at sea or found as stowaways and who are in need of international protection.

21.12 The promotion and dissemination of refugee law and protection principles, in particular through training of government officials and staff of non-governmental agencies, will be another means of achieving the stated objective. To strengthen international refugee protection, UNHCR will continue to build partnerships and promote collaboration on refugee protection with a wide range of actors, especially from civil society, within the framework of the refugee coordination model. UNHCR will ensure the protection of internally displaced persons and its engagement will be based on the criteria set out in the relevant resolutions of the General Assembly and undertaken in close collaboration with other entities and agencies concerned.

21.13 UNHCR will undertake, within its mandate, concerted interventions to ensure the centrality of protection in humanitarian operations and make further progress in the implementation of global protection strategies. The special protection needs of boys and girls in displacement situations will be carefully analysed and appropriate child-sensitive interventions will be developed in line with the objectives set out in the following three protection strategies on children, education and sexual and gender-based violence: its framework for the protection of children, the 2012-2016 education strategy and its updated strategy for action against sexual and gender-based violence. The strategies will be updated to align them with changing needs and contexts in the future. High priority will also be accorded to devising comprehensive protection interventions to prevent and respond to risks of sexual exploitation and abuse and gender-based violence in line with the action areas developed in the agency's updated strategy. UNHCR will also continue the implementation of its "Beyond detention" strategy, covering the period 2014-2019.

21.14 UNHCR will strive to ensure the optimal alignment of its operational resources with the needs of refugees and others of concern. The Office will continue to build upon the positive results of comprehensive and participatory approaches to planning to ensure that the needs and capacities of men, women and children of concern form the foundation of programme design. This will include the use of standards and indicators across the work of the Office as a means of identifying protection and assistance gaps and of channelling resources to ensure that acceptable standards are met in critical situations. Tools for recording operational data, including demographic, registration and profiling information, situational analysis and planning, will be further enhanced.

21.15 UNHCR will build on the achievements of its global strategy for public health for the period 2014-2018, which provides a comprehensive approach to addressing challenges facing refugees in the areas of public health, HIV and reproductive health, nutrition and food security, and water, sanitation and hygiene. It will seek holistic approaches to settlement and shelter, better linking refugees to development, the economy, services, markets and communities at the local level, in line with its global strategy for settlement and shelter for the period 2014-2018 and its policy on alternatives to camps. It will continue to pursue environmental conservation efforts and the use of renewable energy, drawing on successful practice under its global strategy for safe access to fuel and energy for the period 2014-2018. Programme delivery will benefit from the expanded and systematic use of cash and cash alternatives as part of the institutionalization by UNHCR of cash-based interventions.

21.16 Finding durable solutions for millions of refugees and internally displaced persons will be central to the programme of work. UNHCR will work with Member States to raise awareness of the dramatic reality of refugees, which requires urgent and durable solutions. The Office will seek opportunities to resolve complex and protracted displacement situations that require comprehensive, and often regional, approaches through voluntary return, and, where appropriate and feasible, through local integration and resettlement. UNHCR will also work with partners to ensure that durable solutions to displacement form part of broader development and peacebuilding agendas. To foster the self-reliance of populations pending solutions, UNHCR will continue to explore opportunities for greater access to employment, including labour mobility, through its global strategy for livelihoods for the period 2014-2018. It will focus on ways to increase the positive economic impact of refugees on host communities, especially by working with development actors and the private sector.

21.17 Effective operational and strategic partnerships will remain a priority for the Office, as a means of enhancing protection, increasing efficiency and strengthening local response capacity. The Office will continue to promote the implementation of its programmes through partners, with special emphasis on supporting national partners. Efforts will continue to strengthen information-management, coordination and support capacity to facilitate predictable and accountable inter-agency engagement.

21.18 The Office will continue to strengthen its emergency preparedness and response capacity, including through strong emergency management and the coordination role of the Division of Emergency, Security and Supply. The focus for 2018-2019 will be on continuing to strengthen senior leadership capacity for emergency operations and the speed and efficiency of delivery of assistance and providing analysis and advice to enable operations in areas in which security risks are present. UNHCR will continue to expand strategic partnerships so as to broaden the capacity and networks of expertise with which to respond to emergencies. It will build on and, where appropriate, improve its emergency and security policies, tools and capacity-building initiatives and training to ensure that its staff and partners are as best equipped as possible.

Legislative mandates

Conventions and conference declarations

1951 Convention relating to the Status of Refugees and the 1967 Protocol thereto

1954 Convention relating to the Status of Stateless Persons

1961 Convention on the Reduction of Statelessness

Organization of African Unity Convention governing the specific aspects of refugee problems in Africa of 1969

Cartagena Declaration on Refugees (1984)

Convention on the Rights of the Child (General Assembly resolution 44/25) (1989)

San José Declaration on Refugees and Displaced Persons (1994)

African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa (2009)

General Assembly resolutions

319 A (IV)	Refugees and stateless persons
428 (V)	Statute of the Office of the United Nations High Commissioner for Refugees
538 B (VI)	Assistance and protection of refugees
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees
50/152	Office of the United Nations High Commissioner for Refugees
58/153	Implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/134	Assistance to refugees, returnees and displaced persons in Africa
70/135	Office of the United Nations High Commissioner for Refugees
70/165	Protection of and assistance to internally displaced persons

Programme 22
Palestine refugees

Overall orientation

22.1 The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) was established within the United Nations system as a subsidiary organ of the General Assembly by the Assembly in resolution 302 (IV), from which the Agency derives its mandate to provide assistance to Palestine refugees. Since starting operations in 1950, UNRWA has adapted and enhanced its programmes to meet the increasingly complex needs of Palestine refugees and to provide them with a measure of protection and stability amid chronic conflict in the region, within available resources.

22.2 UNRWA reports directly to the General Assembly. Overall advice and support regarding Agency programmes and activities are provided to the Commissioner-General by the 30-delegation Advisory Commission, which includes representatives of the Agency's major donors and host Governments.

22.3 The mission of UNRWA is to help Palestine refugees achieve their full potential in human development under the difficult circumstances in which they live. In line with this mission, as part of its medium-term strategy for 2016-2021, the Agency will work towards five strategic outcomes: (a) Palestine refugee rights under international law are protected and promoted; (b) Palestine refugee health is protected and disease burden is reduced; (c) school-age children complete quality, equitable and inclusive basic education; (d) Palestine refugee capabilities are strengthened for increased livelihood opportunities; and (e) Palestine refugees are able to meet their basic human needs of food, shelter and environmental health. Progress towards these objectives will drive UNRWA operations during the biennium 2018-2019.

22.4 Under these five strategic outcomes, UNRWA aims to achieve its objectives by maintaining and improving the provision of education and health services, relief and social support, microfinance services, infrastructure and camp improvement within refugee camps, and protection, for the benefit of registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip, a population that is projected to exceed 6 million by 2019.

22.5 The Agency also provides emergency assistance to more than 1.5 million Palestine refugees in acute distress as a result of armed conflict in the occupied Palestinian territory and, more recently, in the Syrian Arab Republic. UNRWA will continue to provide such services, as necessary, as well as, on an exceptional and temporary basis, services to non-refugees currently displaced and in serious need of continued assistance, as mandated by the General Assembly in resolution 2252 (ES-V) and, most recently, in resolution 68/77.

22.6 UNRWA strategy is aligned with the Sustainable Development Goals. Poverty and human rights, which are major components of the Goals, are also at the core of the UNRWA medium-term strategy. With respect to the former, both the Goals and the medium-term strategy recognize that poverty is multidimensional and that its mitigation and eradication can be achieved only through a coordinated, multisectoral response. The Goals focus on achieving food security, attaining gender equality, achieving peaceful and inclusive societies responding to changing health needs, equitable and inclusive quality education, water and sanitation and reducing inequalities, among other things.

22.7 UNRWA will also continue its efforts to mainstream protection and a gender perspective into its activities, including with a view to meeting the needs of Palestine refugee children, persons with disabilities, youth and other vulnerable groups. These efforts will bring the Agency closer to fulfilling its obligations under relevant resolutions of the General Assembly, including paragraph 13 of resolution 68/78, the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of the Child, the Convention on the Rights of Persons with Disabilities and other applicable international instruments.

22.8 UNRWA is almost entirely dependent on voluntary funding to implement its programmes. It has contended with chronic funding shortfalls and with acute funding uncertainties induced by economic and political volatility. The Agency will continue to seek the additional human and financial resources that it needs to sustain and improve the quality of the services it provides to refugees, while maintaining cost-conscious management and the operational flexibility required to respond to unforeseen disruptions to lives and livelihoods in Palestine refugee communities.

Subprogramme 1
Palestine refugee rights under international law are protected and promoted

Objective of the Organization: Palestine refugee rights under international law are protected

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Duty bearers are held accountable for violations of international law through monitoring, reporting and advocacy	Percentage of UNRWA interventions on protection issues that prompt positive responses from authorities
(b) Vulnerable and at-risk individuals and communities benefit from protection responses	Percentage of individuals identified as experiencing a protection risk (women, boys, girls and men) provided with assistance

Strategy

22.9 The strategy in attaining the objective includes:

(a) Protection mainstreaming in and through UNRWA services, to address protection challenges that arise from UNRWA programmes and service delivery in education, health, relief and social services, microfinance and infrastructure and camp improvement, in both development and humanitarian settings;

(b) Protection of at-risk groups, including women, children and persons with disabilities, through gender-based violence and disability programming and child protection interventions;

(c) Targeted and stand-alone protection programming to empower and promote the resilience of Palestine refugees to protection threats;

(d) Monitoring reporting and advocacy to promote respect for the rights of Palestine refugees under international human rights, humanitarian and refugee law;

(e) Ensuring that UNRWA policies setting out standards for processing registration uphold international standards.

Subprogramme 2
Palestine refugee health is protected and disease burden is reduced

Objective of the Organization: Palestine refugee health is protected and the disease burden is reduced

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) People-centred primary health-care system using the family health team model	(i) Average number of daily medical consultations per doctor
	(ii) Percentage of women in compliance with the minimum four antenatal care visits
	(iii) Percentage of non-communicable disease patients coming to health centres regularly
	(iv) Number of Expanded Programme on Immunization vaccine-preventable disease outbreaks
(b) Efficient hospital support services provided	Number of UNRWA hospital admissions for secondary and tertiary care accessed by vulnerable patients

Strategy

22.10 The strategy in attaining the objective includes:

(a) Continued provision of universally accessible quality primary-health care using the family health team model;

(b) Provision of preventive and curative oral health care, including screening for new school entrants and assessments for preschool children;

(c) Continued school health services to enhance behavioural change, including through expanded health education and promotion and preventive screening for vision and hearing;

(d) Quality pharmaceutical, laboratory and radiology services across all fields of operation to support diagnosis and treatment of medical conditions;

(e) Support for persons with disabilities to ensure that their needs are adequately identified and responded to;

(f) Provide access to secondary and tertiary care for those with life-threatening illnesses requiring life-saving/life-supporting medical care treatment who lack the financial assets or insurance coverage to attain it.

Subprogramme 3
School-age children complete quality, equitable and inclusive basic education

Objective of the Organization: School-age children complete quality, equitable and inclusive basic education

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Quality learning in conducive learning environments for all students	(i) Mean score of students in Monitoring of Learning Achievement higher-order thinking skills
	(ii) Teaching and learning practices align with reform criteria
(b) Inclusive access to basic education is ensured	(i) Percentage of students identified with a disability receiving educational support meeting their specific needs
	(ii) Repetition rate in basic education (elementary)
	(iii) Repetition rate in basic education (preparatory)
(c) Equitable basic education is ensured	Gap in student performance levels in Monitoring of Learning Achievement testing

Strategy

22.11 The strategy in attaining the objective includes:

(a) Ensuring continued universal access to quality, inclusive and equitable basic education (elementary and preparatory);

(b) Ensuring continued universal access to quality, inclusive and equitable secondary education;

(c) Ensuring a coherent approach to teacher professional development and support;

(d) Provision of pre-service teacher training where conditions require.

Subprogramme 4
Palestine refugee capabilities are strengthened for increased livelihood opportunities

Objective of the Organization: Palestine refugee capabilities are strengthened for increased livelihood opportunities

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Palestine refugee capabilities are strengthened	(i) Percentage of social safety net programme students enrolled in vocational training centres, UNRWA educational science faculties and the Faculty of Educational Sciences and Arts
	(ii) Percentage of social safety net programme graduates from vocational training centres, UNRWA educational science faculties and the Faculty of Educational Sciences and Arts
(b) Refugees have improved access to livelihood opportunities	(i) Number of clients accessing financial services (including marginalized groups)
	(ii) Index score of refugee living conditions and livelihood opportunities in identified priority camps
	(iii) Total number of micro-entrepreneurs with loans

Strategy

22.12 The strategy in attaining the objective includes:

(a) Provision of technical and vocational education and training to refugees, with a focus on those most in need, through trade and short-term courses;

(b) Provision of placement and career guidance to youth;

(c) Preparation and implementation of camp improvement plans to enhance communities' capacities and assets;

(d) Provision of university scholarships for refugees unable to access tertiary education;

(e) Provision of income generation and livelihood interventions, social services and youth programme and civic engagement interventions focusing on the poor and marginalized;

(f) Continue ongoing efforts to make the microfinance programme independent of UNRWA in order to give the programme the best possible chance of expanding its operations and benefiting increased numbers of people.

Subprogramme 5
Palestine refugees are able to meet their basic human needs of food, shelter and environmental health

Objective of the Organization: Palestine refugees are able to meet their basic human needs of food, shelter and environmental health

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Abject poor refugees are better able to meet their food needs	Percentage of abject poverty gap bridged through UNRWA social transfer
(b) Improve living conditions for poor refugees	(i) Number of families benefiting from improved shelter conditions (non-emergency)
	(ii) Percentage of rehabilitated shelters meeting UNRWA shelter rehabilitation protection standards
(c) Environmental health standards are met	(i) Percentage of shelters in camps connected to adequate water supply services
	(ii) Percentage of shelters connected to adequate sewerage networks

Strategy

22.13 The strategy in attaining the objective includes:

(a) Targeted food assistance to abject poor refugees, wherever possible and appropriate through a cash-transfer mechanism;

(b) Provision of humanitarian assistance to refugees, including the most vulnerable and those who have been displaced internally or to other UNRWA fields;

(c) Provision of temporary shelter to refugees forced to flee owing to conflict or natural hazards;

(d) Gradual rehabilitation and repair of substandard shelters for the poorest refugees;

(e) Implement projects addressing water resource, supply and networks, sewerage networks and water drainage in camps suffering from severely deteriorated environmental infrastructure conditions;

(f) Provision of solid waste management services where circumstances demand.

Legislative mandates

General Assembly resolutions

302 (IV)	Assistance to Palestine refugees
2252 (ES-V)	Humanitarian assistance
2656 (XXV)	Establishment of the Working Group on the Financing of the United Nations Relief and Works Agency for Palestine Refugees in the Near East
3331 B (XXIX)	United Nations Relief and Works Agency for Palestine Refugees in the Near East
68/76	Assistance to Palestine refugees
68/77	Persons displaced as a result of the June 1967 and subsequent hostilities
68/78	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East

Programme 23
Humanitarian assistance

Overall orientation

23.1 The overall purpose of the programme is to ensure the timely, coherent, coordinated and principled response of the international community to disasters and emergencies and to facilitate the transition from emergency relief to rehabilitation and sustainable development. The legislative authority and mandate for the programme are derived from General Assembly resolution 46/182, in which the Assembly set out the guiding principles of humanitarian response and which reinforced earlier decisions and resolutions adopted by the Assembly and by the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General in responding to natural disasters and other humanitarian emergencies. This mandate has been confirmed and broadened through the normative development of resolution 46/182 over the past 20 years.

23.2 The Office for the Coordination of Humanitarian Affairs is responsible for the implementation of the programme and the achievement of its objectives. The strategy for implementing the programme revolves around the following: the development and promotion of a common policy on humanitarian issues for the United Nations system and its partners; the mobilization and coordination of assistance in humanitarian emergencies; the mobilization of United Nations capacity to expedite the provision of international humanitarian assistance; the strengthening of climate change adaptation, sustainable development and environmental policies and practices to reduce risks of disasters; advocacy on humanitarian issues; and the availability of timely information on emergencies and natural disasters. The principal responsibility for implementation of disaster risk reduction activities resides with the inter-agency secretariat of the International Strategy for Disaster Reduction, in compliance with the mandates emanating from the Sendai Declaration and the Sendai Framework for Disaster Risk Reduction 2015-2030. The Office for the Coordination of Humanitarian Affairs works closely with entities in the United Nations system to aid the transition from relief to rehabilitation and development. The Office also advocates for and contributes to stronger preparedness for more timely humanitarian assistance in emergencies through regional cooperation in accordance with its mandate.

23.3 To accomplish its mission, the Office for the Coordination of Humanitarian Affairs is committed to working towards greater gender equality. In line with Economic and Social Council resolution 2013/16, the Office will implement an accountability framework for gender equality to enhance and accelerate gender mainstreaming. The Office also ensures that a gender perspective is fully integrated into humanitarian activities and policies through tools such as the gender toolkit, the Inter-Agency Standing Committee Gender Handbook in Humanitarian Action and the Gender Standby Capacity (GenCap) project roster and advisers.

Subprogramme 1
Policy and analysis

Objective of the Organization: To improve the strategic and operational coherence of humanitarian response

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Decisions of Inter-Agency Standing Committee members and other partners are informed by humanitarian policy analysis and dialogue	(i) Increased number of humanitarian policy priorities in the report of the Secretary-General on strengthening coordination that are discussed by Member States in the annual Economic and Social Council and General Assembly humanitarian resolution negotiations
	(ii) Increased number of recommendations arising from humanitarian policy and programmatic studies and reports implemented
(b) Improved ability of humanitarian agencies to respond effectively to the needs of affected populations during disasters and emergency situations, including the transitional phase from relief to sustainable development	Increased percentage of inter-agency evaluation recommendations implemented by humanitarian agencies
(c) Improved capacity of United Nations coordinators for the protection of civilians	Number of resident coordinators and humanitarian coordinators trained in the application of guidelines for the protection of civilians

Strategy

23.4 Substantive responsibility for the subprogramme is vested in the Policy Development and Studies Branch in New York.

23.5 The Policy Development and Studies Branch in New York will continue to identify emerging humanitarian trends and challenges, building harmonized policy positions among humanitarian agencies based on international humanitarian law, human rights and the guiding principles contained in the annex to General Assembly resolution 46/182.

23.6 The Policy Development and Studies Branch will support the intergovernmental process on humanitarian issues, including by providing policy analysis on humanitarian issues and providing policy advice to country and regional offices of the Office for the Coordination of Humanitarian Affairs and the broader humanitarian system, taking into account the specific needs of the affected population, recognizing that giving appropriate consideration to, inter alia, gender, age and disability is part of a comprehensive and effective humanitarian response. The Policy Development and Studies Branch will work to increase the number of humanitarian policy priorities in the report of the Secretary-General on strengthening coordination. The Policy Development and Studies Branch will lead the development of inter-agency policies, guidance and analytical tools, as well as policy development with other partners, for delivery against humanitarian needs. In this regard, the Policy Development and Studies Branch will carry out policy analysis of emerging global challenges and trends; issue analytical publications providing recommendations for strengthened humanitarian assistance; hold high-level policy forums; and brief humanitarian stakeholders on humanitarian issues. It will also continue to work to ensure progress in mainstreaming a gender perspective into humanitarian assistance, and to preserve the operational space for principled humanitarian action, consistent with the 2006 note from the Secretary-General providing guidance on integrated missions. The Policy Development and Studies Branch will continue to develop aides-memoires and analytical tools for political actors, such as Member States and peacekeepers, to use during crisis management to help ensure consideration of key humanitarian concerns. In addition, the Policy Development and Studies Branch will contribute to the development of training programmes and standard operating procedures to ensure that staff and other actors in emergencies are aware of key humanitarian policies, methodologies and processes and are able to apply them flexibly and appropriately in varied contexts. The Policy Development and Studies Branch will identify best practice and innovative concepts that should be disseminated widely to inform and guide policy, operational decisions and crisis management.

23.7 Moreover, the Policy Development and Studies Branch will support and promote the efforts of Governments of affected countries, upon their request, and those of other agencies, with the approval of the Government concerned, to assist and protect internally displaced persons. Support will be given for the establishment of effective planning capacity for the management of the transition from relief to reconstruction and development. In addition, efforts will be made to ensure that lessons learned from past experience are applied to the strengthening of future humanitarian assistance activities. Regular briefings will be conducted with Member States on these activities.

Subprogramme 2
Coordination of humanitarian action and emergency response

Objective of the Organization: To ensure a coherent, effective and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Timely and principled humanitarian response decisions made by empowered, competent and experienced inter-agency professionals	(i) Increased percentage of humanitarian coordinator positions filled by members of the inter-agency humanitarian coordinator pool
	(ii) Increased percentage of humanitarian country teams that present priority needs and objectives through an agreed-upon strategic response plan

(b) Increased donor funding for humanitarian action	(i) Increased number of Member States contributing to inter-agency response and pooled funding mechanisms
	(ii) Increased percentage of strategic response plans for protracted emergencies whose requirements are at least 70 per cent funded by the end of the year
(c) Timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies	Increased percentage of project proposals under the rapid response window approved by the Emergency Relief Coordinator within three working days of their final submission
(d) Improved response to humanitarian emergencies by all relevant United Nations operational agencies	Increased percentage of new or escalating emergencies requiring international assistance in which coordination staff is deployed within seven days

Strategy

23.8 Substantive responsibility for the subprogramme is vested in the Coordination and Response Division, the CERF secretariat and the Funding Coordination Section in New York and the Programme Support Branch and the Partnerships and Resource Mobilization Branch in Geneva.

23.9 The Coordination and Response Division will provide advice to the Emergency Relief Coordinator on all aspects of operational decision-making in response to humanitarian emergencies through its link to resident and humanitarian coordinators, the emergency directors group of the Inter-Agency Standing Committee and its field offices worldwide. The Coordination and Response Division will also prepare and support current and future humanitarian leaders for their role in ensuring a principles-based, coherent, coordinated and timely humanitarian response through the identification of leadership talent and the systematic induction, training and mentoring of the next generation of resident and humanitarian coordinator candidates. The Coordination and Response Division will ensure that all capacity-building efforts for resident and humanitarian coordinators include guidance on their role in the implementation of the inter-agency Transformative Agenda, in coordination with the national authorities of the affected State.

23.10 The CERF secretariat and the Funding Coordination Section will be actively involved in ensuring more predictable humanitarian finances to enable a prompt response to new or rapidly deteriorating crises, in particular through CERF and country-based pooled funds. While working to ensure that CERF allocations are made ever more rapidly and on the basis of sound prioritized needs assessment, the CERF secretariat will further improve the necessary performance and accountability measurements to track the Fund's added value to beneficiaries and the humanitarian system that serves them. The Funding Coordination Section will support country offices in managing country-based pooled funds to reinforce the cooperation with other humanitarian actors and establish partnerships with the civil society, national counterparts, the private sector and affected people. The Funding Coordination

Section will support coordinated and inclusive prioritization processes to direct funding towards priority needs within the consolidated and coordinated framework of strategic response plans.

23.11 The Programme Support Branch will ensure a holistic approach to the implementation of the humanitarian programme cycle by developing normative guidance and tools for coordinated needs assessments, strategic response planning, response monitoring, appeal coordination, financial tracking, cluster and inter-cluster coordination and preparedness for response. The Programme Support Branch will support humanitarian coordinators and humanitarian country teams in implementing the humanitarian programme cycle by providing normative guidance, training and support to the field. The Programme Support Branch also facilitates the conduct of simulations to collect good practices and enhance learning with the aim of ensuring that the humanitarian response is needs-based, prioritized and strategic. The Programme Support Branch will ensure that intersectoral themes, such as resilience, gender and accountability to affected people, are mainstreamed within the humanitarian programme cycle by integrating them into normative guidance and tools. In addition, the Programme Support Branch will promote standards and innovations throughout the humanitarian programme cycle by developing and refining common tools, definitions or systems for the Inter-Agency Standing Committee.

23.12 The Partnerships and Resource Mobilization Branch will aim to initiate and enhance sustainable partnerships to facilitate principled and timely humanitarian response, support the mobilization of resources from new actors in support of humanitarian operations and promote strengthened and broadened relationships with Member States and regional organizations on policy and operational issues. In addition, the Partnerships and Resource Mobilization Branch will further support public-private collaboration, including strengthened collaboration with the World Economic Forum.

23.13 Finally, the Coordination and Response Division, the CERF secretariat and the Funding Coordination Section in New York and the Programme Support Branch and the Partnership and Resource Mobilization Branch in Geneva will continue to work towards the improvement of humanitarian coordination structures at the country, regional and international levels, in support of national efforts. In this regard, they will ensure that all of their field staff and Headquarters support staff have the relevant knowledge to support the implementation of the inter-agency Transformative Agenda at the field level.

Subprogramme 3
Natural disaster risk reduction

Objective of the Organization: To prevent and reduce the risk of and vulnerability to natural hazards and the impact of disasters

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased national capacity and commitment to reduce disaster risk and implement the Sendai Framework for Disaster Risk Reduction 2015-2030	(i) Increased number of countries adopting development frameworks, policies and national programmes to implement disaster risk reduction strategies
	(ii) Increased number of countries reporting on progress in the implementation of the Sendai Framework for Disaster Risk Reduction
(b) Increased national capacities for post-disaster reconstruction planning at all levels	(i) Increased number of countries using disaster loss accounting systems
	(ii) Increased number of countries incorporating disaster risk reduction activities into post-disaster recovery planning and operations
(c) Increased disaster risk reduction programming	Increased number of programmes and projects on disaster risk reduction implemented by United Nations entities at the global, regional and national levels

Strategy

23.14 Substantive responsibility for the subprogramme is vested in the International Strategy for Disaster Reduction and its secretariat.

23.15 The International Strategy for Disaster Reduction is mandated by the General Assembly in resolution 56/195 to serve as the focal point in the United Nations system for the coordination of disaster reduction and to ensure synergies among the disaster reduction activities of the United Nations system and regional organizations and activities in socioeconomic and humanitarian fields.

23.16 The International Strategy for Disaster Reduction will strive to ensure full implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030, which was adopted at the Third United Nations World Conference on Disaster Risk Reduction, in 2015, and endorsed by the General Assembly in resolution 69/283.

23.17 The General Assembly called upon all stakeholders to engage in collective efforts to make the world safer from the risk of disasters in the decades to come for the benefit of the present and future generations. In resolution 70/204, the Assembly acknowledged the importance of the work of the agencies, programmes and funds of the United Nations system and other relevant institutions in disaster risk reduction and the substantial increase in demands on the International Strategy for Disaster Reduction.

23.18 The International Strategy for Disaster Reduction will support the implementation, follow-up and review of the Sendai Framework for Disaster Risk Reduction 2015-2030, as prescribed in resolution 69/283. The International Strategy for Disaster Reduction will continue to support national Governments, cities and local communities in managing risk through the mobilization of partners, and to advocate for risk-informed development in the public and private sectors through its broad networks of national platforms, parliamentarians, local governments, donors, financial institutions, businesses, scientists and civil society and community organizations, all of which are essential in reducing disaster risk.

23.19 The United Nations funds, programmes and agencies will continue to support the development and implementation of disaster risk reduction programmes at the regional and national levels. As lead coordinator of the United Nations Plan of Action on Disaster Risk Reduction for Resilience, the International Strategy for Disaster Reduction will continue to provide substantive support to the Secretary-General and the United Nations governance bodies. It will also continue to engage the United Nations system entities through all relevant coordination mechanisms and functions, including the United Nations Chief Executives Board for Coordination and United Nations resident coordinators, to ensure coherence within the strategies and programmes of the United Nations system.

Subprogramme 4
Emergency support services

Objective of the Organization: To expedite international humanitarian assistance to victims of emergencies and natural disasters, including environmental disasters and technological accidents

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Prompt mobilization of international emergency response mechanisms to facilitate international humanitarian assistance to victims of disasters and emergencies	(i) International assistance is provided to the affected country within 48 hours of its request for international assistance (ii) Percentage of new or escalating emergencies in which coordination staff is deployed within seven days
(b) Enhanced ability of international, regional and national actors to deploy effective, well-coordinated and interoperable humanitarian response capacity within agreed frameworks	Total number of interoperable international humanitarian response tools and services adapted

Strategy

23.20 Substantive responsibility for the subprogramme is vested in the Emergency Services Branch in Geneva.

23.21 Support will be provided to conflict- and disaster-affected countries through the strengthening of mechanisms for emergency response; the promotion of the membership of developing and disaster-prone countries in emergency response networks; the development and strengthening of the capacities for coordination of humanitarian response; and the improvement of mechanisms, instruments and procedures for the mobilization and coordination of international assistance in cases of natural disasters and complex emergencies.

23.22 Emphasis will be placed on ensuring the timely dissemination of information on the situation in countries affected by emergencies and disasters, including the identification of resource requirements, to relevant partners; activating emergency, disaster-response and preparedness tools to reduce the impact of emergencies and disasters; expanding the United Nations Disaster Assessment and Coordination teams in different regions; standardizing operational procedures for international urban search and rescue teams through the International Search and Rescue Advisory Group; further strengthening and diversifying the rapid response and surge mechanisms and improving coordination among the various mechanisms; and strengthening national and regional civil-military and military-military coordination, upon the request of Member States, for more efficient and coherent support to humanitarian relief operations, by implementing the United Nations civil-military coordination training programme. Emphasis will also be placed on increasing the extent to which the acute environmental impact of disasters is identified and addressed during the response phase, as well as on strengthening coordination in the field of humanitarian logistics and preparedness through expanded cooperation with relevant partners.

Subprogramme 5
Humanitarian emergency information and advocacy

Objective of the Organization: To ensure effective advocacy of humanitarian principles and knowledge-sharing, serving populations affected by disasters and emergencies

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced awareness of and regard for humanitarian principles and concerns	(i) Increased number of media stories covering humanitarian issues that reflect the messaging of the Office for the Coordination of Humanitarian Affairs
	(ii) Increased public engagement in humanitarian issues through social and broadcast media
(b) Better informed decision-making by the humanitarian community through access to relevant information	Increased number of unique visitors on the core web platforms of the Office for the Coordination of Humanitarian Affairs

Strategy

23.23 Substantive responsibility for the subprogramme rests with the Communications Services Branch and the Information Services Branch.

23.24 The Communications Services Branch will continue to support the Emergency Relief Coordinator, other high-level officials of the Office for the Coordination of Humanitarian Affairs and the humanitarian community in advocacy aimed at encouraging Member States and parties to conflict to put humanitarian principles, as set out in General Assembly resolutions 46/182 and 58/114, into practice, and through advocacy centred around international humanitarian law, the protection of civilians in armed conflict, the access of aid workers and their safety and security. Sustained efforts will continue to be made on advocacy aimed at maintaining the distinction between civilians and combatants.

23.25 The Communications Services Branch will also seek to develop further strategies to highlight forgotten emergencies and natural disasters, especially through agreed-upon key messages targeting audiences through national and international media utilizing its web platform (see www.unocha.org) and by advocating independently or jointly with non-governmental organizations, civil society groups and academic institutions to highlight humanitarian crises and emergencies. The Communications Services Branch will support country-specific communications responses through support in developing country- and region-specific advocacy and communications strategies, guidance and back-up. The Communications Services Branch will also provide services, including press releases, media alerts, interviews and public briefings, op-eds, crisis communication and advocacy strategy design, designed to amplify country-specific strategies and messages, thereby strengthening overall humanitarian advocacy.

23.26 Another vital aspect of the subprogramme is to provide timely and reliable information on unfolding emergencies and natural disasters in support of decision-making and humanitarian action on the ground. The Information Services Branch will further strengthen the systems for collection, analysis, dissemination and sharing of humanitarian information through expanded networks, including broadcast coverage and reach. This includes updating and improving its principal websites, namely ReliefWeb, Humanitarian Response and related web services of the Office for the Coordination of Humanitarian Affairs. Partnerships with other members of the humanitarian community for information-sharing, coordination and standardization will be further enhanced. The Information Services Branch will also help establish common field information services to offer a better knowledge base for the humanitarian community.

Legislative mandates

General Assembly resolutions

46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters

52/12	Renewing the United Nations: a programme for reform
52/167	Safety and security of humanitarian personnel
60/1	2005 World Summit Outcome
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/104	Safety and security of humanitarian personnel and protection of United Nations personnel
70/106	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
70/107	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Economic and Social Council resolutions

2015/14	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

Security Council resolutions

1894 (2009)	Protection of civilians in armed conflict
2210 (2015)	Extension of the mandate of the United Nations Assistance Mission in Afghanistan
2211 (2015)	Extension of the mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
2217 (2015)	Extension of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
2222 (2015)	Protection of civilians in armed conflict (protection of journalists)
2226 (2015)	Extension of the mandate of the United Nations Operation in Côte d'Ivoire

2227 (2015)	Extension of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali
2232 (2015)	Extension of the authorization to member States of the African Union to maintain the deployment of the African Union Mission in Somalia
2233 (2015)	Extension of the mandate of the United Nations Assistance Mission for Iraq
2238 (2015)	Extension of the mandate of the United Nations Support Mission in Libya
2243 (2015)	Extension of the mandate of the United Nations Stabilization Mission in Haiti
2258 (2015)	United Nations monitoring mechanism for Syria

Security Council presidential statements

S/PRST/2013/2	Protection of civilians in armed conflict

Subprogramme 1
Policy and analysis

General Assembly resolutions

56/89	Scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel
61/117	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and other occupied Arab territories
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations
63/147	New international humanitarian order
70/105	Participation of volunteers, "White Helmets", in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development
70/106	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
70/107	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
70/134	Assistance to refugees, returnees and displaced persons in Africa

70/165	Protection of and assistance to internally displaced persons

Security Council resolutions

1894 (2009)	Protection of civilians in armed conflict
2210 (2015)	Extension of the mandate of the United Nations Assistance Mission in Afghanistan
2211 (2015)	Extension of the mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
2217 (2015)	Extension of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
2222 (2015)	Protection of civilians in armed conflict (protection of journalists)
2226 (2015)	Extension of the mandate of the United Nations Operation in Côte d'Ivoire
2227 (2015)	Extension of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali
2232 (2015)	Extension of the authorization to member States of the African Union to maintain the deployment of the African Union Mission in Somalia
2233 (2015)	Extension of the mandate of the United Nations Assistance Mission for Iraq
2238 (2015)	Extension of the mandate of the United Nations Support Mission in Libya
2243 (2015)	Extension of the mandate of the United Nations Stabilization Mission in Haiti
2251 (2015)	Extension of the mandate of the United Nations Interim Security Force for Abyei
2252 (2015)	Extension of the mandate of the United Nations Mission in South Sudan
2258 (2015)	United Nations monitoring mechanism for Syria

Security Council presidential statements

S/PRST/2015/23	Protection of civilians in armed conflict

Subprogramme 2
Coordination of humanitarian action and emergency response

General Assembly resolutions

63/147	New international humanitarian order
68/99	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
68/129	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence
70/77	The situation in Afghanistan
70/106	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
70/107	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
70/108	Assistance to the Palestinian people
70/134	Assistance to refugees, returnees and displaced persons in Africa

Security Council resolutions

1894 (2009)	Protection of civilians in armed conflict
2210 (2015)	Extension of the mandate of the United Nations Assistance Mission in Afghanistan
2211 (2015)	Extension of the mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
2217 (2015)	Extension of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
2222 (2015)	Protection of civilians in armed conflict (protection of journalists)
2226 (2015)	Extension of the mandate of the United Nations Operation in Côte d'Ivoire
2227 (2015)	Extension of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali
2232 (2015)	Extension of the authorization to member States of the African Union to maintain the deployment of the African Union Mission in Somalia

2233 (2015)	Extension of the mandate of the United Nations Assistance Mission for Iraq
2238 (2015)	Extension of the mandate of the United Nations Support Mission in Libya
2243 (2015)	Extension of the mandate of the United Nations Stabilization Mission in Haiti
2251 (2015)	Extension of the mandate of the United Nations Interim Security Force for Abyei
2252 (2015)	Extension of the mandate of the United Nations Mission in South Sudan
2258 (2015)	United Nations monitoring mechanism for Syria

Security Council presidential statements

S/PRST/2015/23	Protection of civilians in armed conflict

Subprogramme 3
Natural disaster risk reduction

General Assembly resolutions

54/219	International Decade for Natural Disaster Reduction: successor arrangements
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
63/217	Natural disasters and vulnerability
67/209	International Strategy for Disaster Reduction
69/218	International cooperation to reduce the impact of the El Niño phenomenon
69/283	Sendai Framework for Disaster Risk Reduction 2015-2030
69/284	Establishment of an open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction
70/106	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
70/204	International Strategy for Disaster Reduction

Subprogramme 4
Emergency support services

General Assembly resolutions

56/99	Emergency response to disasters
60/13	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the South Asian earthquake disaster — Pakistan
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
65/307	Improving the effectiveness and coordination of military and civil defence assets for natural disaster response
68/99	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
69/280	Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal
70/106	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
70/107	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Subprogramme 5
Humanitarian emergency information and advocacy

General Assembly resolutions

62/91	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
70/106	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
70/107	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Programme 24
Public information

Overall orientation

24.1 The Department of Public Information is dedicated to communicating to the world the ideals and work of the United Nations, to interacting and partnering with diverse audiences; and to building support for the purposes and principles enshrined in the Charter of the United Nations. In line with that mission, the Department creates and implements communications strategies, engages local audiences worldwide through its network of United Nations information centres, produces, promotes and delivers news and media products and services in all six official languages; and initiates and expands partnerships, outreach and knowledge-sharing.

24.2 The mandate of the Department, contained in General Assembly resolution 13 (I), is guided by the priorities established by the Assembly and its subsidiary body, the Committee on Information, through the resolutions of the Assembly on questions relating to information, the most recent of which are resolutions 70/93 A and B.

24.3 The Department seeks to promote global awareness and enhanced understanding of the work and issues of the United Nations by providing accurate, impartial, comprehensive, balanced, coherent, timely and relevant information. To that end, the Department will focus on priority themes, with a regional focus on Africa, in support of the three pillars of the Organization's work (development; peace and security; and human rights), drawing on guidance from the 2030 Agenda for Sustainable Development. Within those three pillars, the Department will seek to underscore the Secretary-General's emphasis on delivering results, on accountability and on gender equality and the empowerment of women, while addressing global challenges for the common good and fully complying with the mandates given by Member States.

24.4 The Department works to deliver effective and targeted information programmes on key areas, including for United Nations conferences and observances. It seeks to reach and engage audiences worldwide to encourage support for the Organization and its objectives.

24.5 To accomplish its mission, the Department takes the following core approaches in its work, with an overall emphasis on multilingualism from the planning stage: strategic working relationships with the substantive departments and offices of the Secretariat and organizations of the United Nations system; enhanced use of the latest information and communications technologies in both traditional and new media in order to deliver information directly and instantaneously worldwide; and the promotion of multilingualism and the parity of all six official languages in the preparation of news and communications products. The Department also provides information services to delegates and staff through the Dag Hammarskjöld Library and promotes knowledge-sharing and internal communication by way of iSeek, the United Nations intranet.

24.6 The Department emphasizes the importance of the equality of the six official languages of the United Nations, with a view to ensuring their full and equitable treatment in the activities of the Department.

Subprogramme 1
Strategic communications services

Objective of the Organization: To achieve an informed understanding of the work, principles and purposes of the United Nations

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved quality of media coverage on priorities given by Member States	Increased percentage of articles that contain United Nations messages on priorities decided upon by Member States
(b) Improved direct engagement of global audiences to amplify messages on priority themes	Increased number of end users directly engaged through social and traditional media overall and per official language
(c) Improved understanding of and support for the United Nations at the local level through the work carried out by the United Nations information centres	(i) Higher percentage of target audiences among local populations indicating improved understanding and support
	(ii) Increased number of users of the websites of the United Nations information centres overall and per official language
	(iii) Increased number of information materials and United Nations publications available in official United Nations languages as well as other languages

Strategy

24.7 The subprogramme will be implemented by the Strategic Communications Division, which consists of the Communications Campaigns Service and the Information Centres Service, including the network of United Nations information centres.

24.8 The objective will be accomplished by developing focused communications guidance and messages through the integration of campaigns and messages between Headquarters and the network of United Nations information centres and through improved integration with other departments and offices and the respective information components of United Nations agencies, funds and programmes. At the national level, the information centres will continue to integrate their work with the strategic and communications priorities of United Nations resident coordinators and country teams, while benefiting from thorough, timely and targeted information provided by the subprogramme's offices concerned with development, peace and security and human rights issues. Specially designated information centres will assist other centres in their respective regions in sharing expertise and resources and in developing messages and communications campaigns tailored to regional or subregional needs, taking into account the linguistic dimension of target audiences. The United Nations Communications Group will enhance the coordination of communications activities between the Department and the wider United Nations system through inter-agency task forces, including United Nations communications groups at the country and regional levels, to harmonize communications on priority issues.

24.9 In order to enhance public understanding of the objectives and activities of the Organization, information products will be created in all six official languages and in other languages. Strategic media outreach activities will include press conferences and interviews with senior officials. Websites in official and other languages will be maintained and strengthened. Social media platforms will be used at Headquarters and, when appropriate, at the country and regional levels.

24.10 Operational support and strategic communications advice will continue to be provided to the information components of United Nations peacekeeping missions and special political missions, as appropriate.

Subprogramme 2
News services

Objective of the Organization: To achieve an informed understanding of the work, principles and purposes of the United Nations

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased utilization by media organizations and other users of news, information and related multimedia products about the United Nations that are produced in all six official languages	(i) Increased number of users of Internet-based United Nations products, overall and per official language
	(ii) Increased number of online users, including Governments, members of civil society and educators, of United Nations news and information products, overall and per official language
	(iii) Increased number of engaged end users on audiovisual social media platforms, overall and per official language
	(iv) Increased partnerships with radio and television broadcasters and rebroadcasters, by language (official and non-official) and by region
(b) Timely access by news organizations and other users to daily meeting-coverage press releases, television packages, photos and other information products in all six official languages	Maintenance of the current percentage of news products meeting deadlines to ensure their relevance to end users in all six official languages

Strategy

24.11 The subprogramme will be implemented primarily by the News and Media Division, supported by the Office of the Spokesperson for the Secretary-General and by the network of United Nations information centres.

24.12 The objective will be accomplished through the timely production and delivery of accurate, balanced and, where feasible, customized news and information materials (text, audiovisual and photo) and services to the media and other consumers, including through the use of the newest web-based and mobile distribution platforms, with an overall emphasis on multilingualism from the planning stage. Multilingualism will remain a strong focus, with increased production of original news products in all official and non-official languages, by the reordering of priorities, as necessary, with the aim of reaching wider audiences around the world through strengthened partnerships with broadcast organizations and other media outlets. Working with the media in developing countries will continue to be a priority.

24.13 Evolving information technologies will enable the subprogramme to improve global access to its products at all times by broadening the range of options available to audiences, from traditional to social media, subject to local technical considerations. Capitalizing on new and emerging technologies, an integrated approach will be pursued to the production and delivery of multimedia content, including directly to users, across a diverse range of platforms. The efforts will range from traditional media to the latest digital channels, allowing for more strategic cross-promotion and optimization of content as well as providing comprehensive coverage and timely access to background material and other related content produced in all six official languages.

24.14 The subprogramme will continue to take advantage of new technologies to produce relevant content and to distribute its products in a timely manner. To ensure quality and quantity and to strengthen multilingualism, the Department will continue to explore the consolidation of workflow operations according to language, with a view to covering all six official languages on an equitable basis, skills and outputs, enabling it to better adapt to the evolving media landscape.

Subprogramme 3
Outreach and knowledge services

Objective of the Organization: To achieve an informed understanding of the work, principles and purposes of the United Nations

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased understanding of and support for the work and ideals of the United Nations multilingual information through effective engagement and partnerships	(i) Increased number of non-governmental organizations from developing countries and countries with economies in transition receiving information from the Department

	(ii) Increased number of academic institutions working in partnership with the Department of Public Information
	(iii) Increased number of target audiences reached through special events and other activities in all six official languages
(b) Increased usage of knowledge services for delegates, staff, and the general public	(i) Increased number of users of the Dag Hammarskjöld Library services
	(ii) Increased number of end users of publications and other outreach products available in print and electronic formats overall and per official language
	(iii) Increased usage of the United Nations intranet, iSeek, by staff members and increased usage of deleGATE by Member States

Strategy

24.15 The subprogramme will be implemented by the Outreach Division, which includes the following sections: Knowledge Solutions and Design; NGO Relations and Advocacy; Education Outreach; Publications and Editorial; United Nations Publications Sales; Visitors' Services; and the Dag Hammarskjöld Library. It will also be implemented through the United Nations Academic Impact initiative, the secretariats of the Publications Board and the Exhibits Committee, and the liaison function with respect to the Committee on Information and the Special Political and Decolonization Committee (Fourth Committee).

24.16 Through the subprogramme, the Division will work to enhance the understanding of the United Nations both by producing information products, such as publications, exhibits and graphic designs, and by organizing briefings, speaking engagements, guided tours and special events. By collaborating with partners, including Member States, the United Nations system, civil society, academia, the creative community and the private sector, the Division will continue to enrich the array of activities that it undertakes and extend the reach of United Nations messages. Social media will continue to be used as a potent multiplier for United Nations messaging.

24.17 To reach a broader segment of the global public, the Division will continue to develop new multilingual constituencies, including institutions of higher education and research, through the United Nations Academic Impact initiative. In addition, it will develop partnerships with the film, television and entertainment industries through the Creative Community Outreach Initiative. The Division will support the organization of Model United Nations conferences around the world and develop new initiatives to engage youth, drawing on the advocacy efforts of the Envoy of the Secretary-General on Youth. A concerted effort will be made to broaden the geographical and demographic diversity of the Division's sphere of partners.

24.18 The Dag Hammarskjöld Library will seek to increase the value of its services, particularly to Member States. The Library will pursue the streamlining and automation of service processes, increasing analytical capacity and adding value for client groups. It will enhance its online library services through continued digitization and cataloguing and by providing access to historical documents and improving the user experience.

24.19 The objective of the subprogramme also entails facilitating access to and the exchange of information within the United Nations. Enhancing internal communications through iSeek and the availability of information to Member States through deleGATE will be a key factor in generating support for important initiatives and increasing knowledge-sharing.

Legislative mandates

General Assembly resolutions

13 (I)	Organization of the Secretariat
168 (II)	United Nations Day
423 (V)	Human Rights Day
32/40 B	Question of Palestine (initial request for information support)
35/201	Annual Reham Al-Farra Memorial Journalists' Fellowship Programme
36/67	International Year of Peace and International Day of Peace
54/134	International Day for the Elimination of Violence against Women
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development
57/129	International Day of United Nations Peacekeepers
60/7	Holocaust remembrance (establishment of outreach programme)
60/225	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence (establishment of outreach programme)
62/122	Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade (establishment of outreach programme)
64/13	Nelson Mandela International Day

68/151	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
69/71	United Nations Disarmament Information Programme
69/151	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
69/324	Multilingualism
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/20	Follow-up to the Declaration and Programme of Action on a Culture of Peace
70/93 A	Questions relating to information: information in the service of humanity
70/93 B	Questions relating to information: United Nations public information policies and activities
70/103	Dissemination of information on decolonization

Programme 25

Management and support services

Overall orientation

25.1 The overall purpose of the programme, the responsibility for which is vested in the Department of Management and the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the accountability and efficiency of the Organization in managing its resources in four broad management areas, namely finance, human resources, information and communications technology (ICT) and support services, including procurement and infrastructure; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

25.2 The programme derives its mandates from relevant Articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations; the Staff Regulations and Rules; the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation; resolutions 41/213 and 42/211 of the General Assembly and its successive annual resolutions on the review of the efficiency of the administrative and financial functioning of the United Nations; and resolutions 52/12 A and B, 57/300, 58/269, 60/1, 60/260, 60/283, 63/262, 64/259, 66/246, 66/257, 67/253, 68/264 and 69/272.

25.3 The programme is focused on implementing key management reform measures approved by the General Assembly, with the support of a communications strategy that ensures that Member States, managers and staff are fully informed of and participate in the efforts to ensure a more effective and results-oriented Organization.

25.4 The Department, in close coordination with the administrative services of offices away from Headquarters, will aim to ensure that all new or revised management policies, procedures and internal controls meet the expectations of Member States as reflected in the resolutions and decisions of the General Assembly, as well as in the relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through policy guidance and more effective support to results-based management approaches, including the regular and systematic monitoring of Secretariat-wide programmatic activity and the promotion of self-evaluation practices within the Department, as well as timely performance reporting to Member States to ensure that the Organization becomes fully results oriented.

25.5 The Department will facilitate institutional and senior managers' accountability through the preparation of programme performance reports for presentation to the intergovernmental organs, the monitoring and administration of senior managers' compacts and the provision of substantive support to the Management Performance Board. The Department will also closely monitor oversight body recommendations, follow up on the status of implementation, identify material weaknesses and ensure that remediation plans are developed and provide the required information to the Management Committee. In addition, the

Department will continue its work in the area of accountability, including support for accelerating the implementation of results-based management.

25.6 Recognizing the importance of the adoption of a systematic approach to risk management and internal control in the United Nations, the Department will continue its efforts aimed at achieving the overall implementation of an effective risk management and control framework throughout the Secretariat. The framework will enhance the governance and management practices of the Secretariat, strengthen the focus on objectives and increase effectiveness in achieving the defined objectives and mandates given by Member States. Embedded risk and internal control management activities will become an integral part of the processes and operations of the entire Organization.

25.7 The implementation of the enterprise resource planning project, known as Umoja, will continue under the coordinating and oversight function of the Department through the Umoja Steering Committee. The Department will ensure that the project adequately responds to the needs of the Organization and facilitates the execution of its mandates. The Department will ensure the completion and stabilization of Umoja Extension 2, the adoption of the Umoja solution, mainstreaming and enhancing support management and addressing emerging needs that are critical to sustaining operations. Building on the standardization and harmonization of business processes with enterprise-wide Umoja implementation and recent business transformation initiatives, the Department will lead the realignment of the Organization's administrative architecture to distinguish strategic activities from operational activities with a clearer division of labour, the reprofiling of functions to enable greater concentration of expertise and consistency of administrative services and consolidate fragmented administrative structures within and across duty stations. Follow-up actions on the global service delivery model will be undertaken during the biennium on the basis of the decision of the General Assembly at its seventy-first session.

25.8 The management evaluation, as the first step in the formal process of administration of justice, provides management with an opportunity to correct administrative decisions that do not comply with internal law. It complements the efforts of the Department to improve management practices and strengthen accountability. The Department, through its management evaluation function, and within prescribed time limits, will strive to improve decision-making and to reduce the number of cases proceeding to formal litigation. In addition, the Department will establish and implement effective measures to increase managerial accountability.

25.9 The Department will continue to provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee.

25.10 The Department will continue to lead the efforts to ensure compliance with International Public Sector Accounting Standards (IPSAS) accounting policies and to apply the benefits of IPSAS, thereby enhancing the quality of the United Nations financial statements, in close collaboration with stakeholders and in accordance with the IPSAS sustainability plan, which outlines information-sharing and training strategies to that end. As Umoja stabilizes across the Secretariat, the Department will continue to strengthen managerial controls and accountability in the areas of financial and budget management and stewardship of assets by fully leveraging Umoja's business intelligence reporting tools to implement an effective internal control framework.

25.11 The Department will support the development of a competent, diverse and adaptable workforce by providing strategic direction and central leadership in workforce planning, the acquisition and development of talent, performance management, career planning, mobility and health management. The Department will also play a central support role in shaping an enabling organizational culture through targeted enhancement to leadership, learning and career support activities and a more robust performance management system that supports increased accountability, staff engagement and empowerment while ensuring a diverse and inclusive workplace. Targeted outreach campaigns will be conducted with a view to achieving more equitable geographical representation of Member States and representation of women and to identifying high-quality candidates. The Department will continue to support and strengthen the integration of gender perspectives and geographical representation into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies. The Department, within its mandate to strengthen the system of the administration of justice, will continue to address issues related to recourse to formal and informal procedures for the efficient, effective and fair implementation of the system as directed by the General Assembly.

25.12 The Department of Management, through the Office for Central Support Services, will fully operate the renovated Headquarters complex following the capital master plan, including comprehensive servicing of the technological and design upgrades so that the complex is utilized and maintained in the most efficient and effective manner. In accordance with the guidance received from the General Assembly, the Department will adopt a global perspective in the strategic capital review initiative, which comprises a long-term capital programme and prioritization strategy for the global premises of the United Nations. The Department will also promote the continued efficient and effective functioning of the Secretariat with regard to office and conference facilities, property management, travel and transportation services, archives and records management, mail and pouch operations and other commercial activities. In particular, the Department will continue to implement a global perspective in the planning and prioritization of capital and facilities expenditure as well as in strategies for managing office space at Headquarters. The Department will also continue to facilitate the implementation of the organizational resilience management system/emergency management framework across the United Nations system.

25.13 The Department continues to support the implementation of programmes and activities at Headquarters and at field operations through the provision of efficient, cost-effective, transparent, timely and high-quality procurement services. In that respect, the Department will continue to develop best practices to meet the needs of the Organization while ensuring effective internal controls and will share those with the organizations and bodies of the United Nations system; support the continuous improvement of solicitation documents and evaluation criteria; support the professional development of staff; and continue its efforts to identify new vendors, particularly from developing countries and countries with economies in transition, in order to increase its pool of bidders and enhance international competition.

25.14 The Department will provide central leadership in the implementation of the Organization-wide ICT strategy as approved by the General Assembly in its resolutions 69/262, 70/255 and 70/248, as well as of security and architecture standards, and will ensure the efficient utilization of resources in the modernization of information systems and the improvement of the Secretariat-wide information and communications services. The ICT strategy aims to establish an environment and associated architecture to achieve an enterprise-wide approach that provides for operational autonomy and agility, where warranted, and supports a truly global harmonized environment that is secure, reliable, scalable and easily accessible. The Department will institute enterprise architecture; lead the strengthening of Umoja mainstreaming, information security and operational resilience; ensure that ICT programmes are aligned with the work of the United Nations; and support ongoing business transformation initiatives and service delivery improvements. The Department will help to support a more mobile workforce.

25.15 The experience gained from large capital projects, including the capital master plan, will continue to be leveraged to ensure that the capital value of physical properties at all duty stations is maintained on a long-term basis. The Department, together with the United Nations Office at Geneva, will work to execute the comprehensive renovation and refurbishment programme for the Palais des Nations that was approved by the General Assembly in its resolution 70/248.

25.16 The Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services while ensuring more efficient and cost-effective existing arrangements.

A. Headquarters[12]

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Component 1
Management services

Objective of the Organization: To enhance the effectiveness, efficiency, accountability and transparency of the Organization

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective and efficient functioning of the Secretariat, in full compliance with legislative mandates and relevant rules and regulations	(i) All new and revised management policies, procedures and internal controls facilitate improved management of programmes and staff

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[12] The Department of Management at Headquarters is solely responsible for the implementation of sect. A of programme 25.

	(ii) Increased timely implementation rate of recommendations issued by the oversight bodies to the Secretariat
(b) Strengthened accountability throughout the Secretariat	(i) All senior managers' annual performance assessments completed for review by the Management Performance Board and the Secretary-General
	(ii) All institutional performance (programme performance report) completed for review by the Management Performance Board and intergovernmental bodies
	(iii) Increased number of implemented recommendations of oversight bodies related to strengthening accountability in the Organization
(c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations	(i) All cases submitted to the Headquarters Committee on Contracts are processed within 7.5 days
	(ii) All cases submitted to the Headquarters Property Survey Board are processed within 45 days

Strategy

25.17 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. The implementation of the subprogramme will play a key role in the development and promotion of good management practices and the introduction of administrative policies and procedures that enable more efficient and effective programme implementation while complying with legislative mandates, regulations and rules. In support of the Secretary-General's commitment to strengthening accountability and transparency, and in full compliance with General Assembly resolutions 66/257, section I, and 67/253, 68/264 and 69/272, the Office will continue to enhance the Secretariat's accountability framework. As part of that effort, it will guide senior management in the deployment of an enterprise risk management and internal control framework and will provide substantive support to the Management Performance Board and the Management Committee. In addition, the Office will review the findings and recommendations of oversight bodies, identify material weaknesses and conditions that need to be reported and will follow up on the status of implementation of recommendations and the adoption of remediation plans.

25.18 The subprogramme also includes the secretariat of the Headquarters Committee on Contracts, which supports the work of the Headquarters Committee in its review of proposed procurement actions over a specific threshold, the secretariat that supports the Award Review Board established by the General Assembly (see resolution 62/269, para. 16, and 69/273, para. 12) to review and process the challenges of unsuccessful bidders; and the secretariat of the Headquarters Property Survey Board, which supports the work of the Survey Board on the disposal of United Nations property and assets.

Component 2
Enterprise resource planning project

Objective of the Organization: To improve the management of the Organization's resources

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) All business processes for the management of resources and programme performance are efficient, effective and have built-in internal controls and are in full compliance with regulations, rules, policies and procedures	(i) Increased percentage of business processes that are designed or re-engineered in full compliance with regulations, rules, policies and procedures
	(ii) Increased percentage of business processes built, tested and stabilized in human resources, finance, and supply chain and central support services
(b) Umoja is stabilized and operating effectively	(i) Decrease in the number of help desk support requests after stabilization
	(ii) Decreased amount of time required to provide help to support requests

Strategy

25.19 This component of the subprogramme is the responsibility of the Umoja Enterprise Resource Planning Project Team in the Office of the Under-Secretary-General for Management. Umoja combines new technology and training to improve the business practices of the United Nations Secretariat, aligning them with commonly accepted best practices. There are four major project stages: preparation, design, build and deployment. The principles that guide the design, build and deployment of Umoja include: (a) the widest possible inclusion of the business community; (b) functional coverage of the remaining legacy systems that will be replaced by Umoja's single global information system; (c) effective interface between Umoja and the legacy systems that remain in place; and (d) implementation and completion of Extension 2 in accordance with guidance received from the General Assembly. Since the scope of Extension 2 was first defined, the deployment schedule of Extension 2 has been reassessed to take into consideration other factors such as the stabilization and adoption of the Umoja solution, mainstreaming, emerging needs critical to sustaining operations, emerging mandated requirements from the Assembly and the implementation of an updated version of the Umoja underlying solution to be introduced by the software provider. The functionality of Extension 2 will be addressed in the annual progress report to be submitted to the Assembly for its approval at its seventy-first session.

Component 3
Management evaluation component of the administration of justice

Objective of the Organization: To ensure greater personal accountability for decision-making

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) More timely decision-making by the Administration with respect to evaluation of contested decisions	All management evaluation requests are responded to within the prescribed 30- and 45-day time limits
(b) Improved accountability in management-related decisions	Reduced percentage of improper or incorrect decisions within the various offices and departments of the Secretariat
(c) Reduced litigation of cases in the United Nations Dispute Tribunal	Reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation

Strategy

25.20 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. Requests for management evaluations of contested decisions will be undertaken within the prescribed 30- and 45-day time limits. Management evaluation is the final step, before a formal judicial process, to determine whether a mistake has been made or an irregular action taken, and to correct it, if necessary. It is also an opportunity to hold decision makers accountable in cases where an improper decision has been taken. The management evaluation process will also identify systemic issues and lessons learned with a view to improving decision-making in the Secretariat.

Component 4
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings	(i) Full compliance with the submission deadline of the final reports of the committees serviced by the Secretariat in order to allow for simultaneous publication in all official languages

	(ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services

Strategy

25.21 This component of the subprogramme is the responsibility of the secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination. The strategy to achieve the above objectives will include: (a) proactive assistance to the chairpersons and bureaux of the Fifth Committee and the Committee for Programme and Coordination in strengthening and facilitating their work, and the provision of analytical and historical information on their proceedings to the bodies concerned; and (b) proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely submission of reports of the Committees in order to allow simultaneous publication in all official languages.

Subprogramme 2
Programme planning, budget and accounts

Component 1
Programme planning and budgeting

Objective of the Organization: To ensure the effective and efficient formulation of the biennial programme plan, in order to secure its approval and the resources required for the financing of the mandated programmes and activities of the Secretariat and to ensure the efficient and effective administration and management of those resources as well as extrabudgetary resources

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased contribution to the decision-making process by Member States on issues relating to the biennial programme plan, the programme budget and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals	(i) Increased percentage of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages (ii) Increased number of Member States expressing satisfaction with the quality of budgetary documents and of the supplementary information provided (iii) Increased number of Member States expressing satisfaction with the quality, including standardization, of the biennial programme plan

(b) Improved management of regular budget, extrabudgetary and International Residual Mechanism for Criminal Tribunals resources	Increased percentage of clients expressing satisfaction with the services received
(c) Increased transparency and dialogue with Member States in the process of presentation of the biennial programme plan, the programme budget and budgets of the International Residual Mechanism for Criminal Tribunals, in accordance with the Financial Regulations and Rules of the United Nations, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, and the relevant General Assembly resolutions	Increased percentage of Member States expressing their satisfaction, in surveys, on transparency and on the dialogue undertaken by the Secretariat in the preparation of the biennial programme plan, the programme budget and the budgets of the International Residual Mechanism for Criminal Tribunals

Strategy

25.22 This component is the responsibility of the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. During the period 2018-2019, the focus will be on:

(a) Developing and monitoring policies, procedures and methodologies on budgetary matters and providing guidance to departments and offices in that regard;

(b) Issuing clear guidelines for the preparation of the biennial programme plan, fully taking into account the intergovernmental mandates and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation;

(c) Preparing and presenting to the legislative bodies the following: the Secretary-General's budget outline; the biennial programme budgets, including the budgets of special political missions and the budgets of the International Residual Mechanism for Criminal Tribunals; the budget performance reports; and other reports on budgetary matters, including timely statements of the programme budget implications as well as revised or supplementary programme budget proposals;

(d) Facilitating deliberations and decision-making on planning and budgetary issues by the General Assembly and its relevant subsidiary organs through the provision of substantive services on programme and budgetary issues, including through the provision of informal briefings to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, as needed, on programmatic and budgetary issues of particular interest to the Member States, in order to increase transparency and strengthen dialogue between the Secretariat and the Member States;

(e) Improving services to clients, both within and outside the Secretariat, through the simplification of processes and better use of technology.

(f) Enhancing control and reporting systems and procedures relating to the implementation of programme budgets and extrabudgetary funds to ensure the economical and proper use of resources.

Component 2
Financial services relating to peacekeeping operations

Objective of the Organization: To secure the resources for the financing of peacekeeping operations and to ensure the efficient and effective administration and management of peacekeeping operations

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Contribute to fully informed decision-making process by Member States on issues relating to peacekeeping	Increased percentage of budget and budget performance reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Liabilities for troops do not exceed three months
	(ii) Increased percentage of clients expressing satisfaction with the services received

Strategy

25.23 This component is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The Division will continue to develop and implement policies and procedures that are consistent with the Financial Regulations and Rules of the United Nations with respect to peacekeeping activities. The presentation of budgets, budget performance reports and other reports will be streamlined and will include results-based frameworks, where applicable, and resource requirements and expenditure information will be made more transparent. Cash positions and expenditures will be closely monitored. Advice on budgetary policies, methodologies and tools, as well as on training and guidance, will be provided to all peacekeeping missions. The Division will continue to facilitate, through the provision of substantive services, deliberations and decision-making by the General Assembly and its relevant subsidiary organs on budgetary matters related to peacekeeping.

Component 3
Accounting, contributions and financial reporting

Objective of the Organization: To further improve the quality of financial statements and client satisfaction with services provided, to secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations and to improve the application of related decisions

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved integrity of financial data	(i) Unqualified audit opinion of the Board of Auditors on financial statements compliant with IPSAS
	(ii) No significant adverse audit findings related to other financial matters
(b) Increased utilization of resources by departments	(i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) Daily reconciliation of bank accounts
(c) Increased benefits for the Organization as it pertains to health and property coverage	Increased number of policies reflecting improvements or beneficial adjustments made to terms of insurance policies
(d) Improved decision-making process by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(i) Maintenance of the percentage of monthly reports on the status of contributions issued by the end of the following month
	(ii) All documentation relating to the scale of assessments submitted by the documentation deadlines

Strategy

25.24 This component is the responsibility of the Accounts Division of the Office of Programme Planning, Budget and Accounts. Emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate financial information. The Division will participate actively in the implementation of Umoja and the strengthening of controls in the finance and accounting area. It will also carry out activities aimed at ensuring the sustainability of IPSAS-compliant accounting and reporting. It will provide effective support to the Committee on Contributions and the General Assembly in the process of reviewing the methodology of the scale of assessments and will ensure the timely issuance of assessments and information on the status of assessed contributions. The Division will continue to ensure the proper application of the Financial Regulations and Rules of the United Nations and of established policies and procedures relating to accounting matters.

Component 4
Treasury services

Objective of the Organization: To ensure the prudent stewardship of funds

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Secured funds management	(i) Safeguarding principal of investments (ii) Funds are available to meet obligations (iii) Return on the United States dollar investment pool is equal to or above the average 90-day United States Treasury bill rate of return
(b) Improved efficiency, timeliness and security of payments	All payments processed through the house banks

Strategy

25.25 This component is the responsibility of the Treasury of the Office of Programme Planning, Budget and Accounts. The focus will be on enhancing the reliability of internal controls; further developing the systems for investment and cash management; increasing efficiency, timeliness and security of payments; and continuing to manage the house banks arrangements globally.

Subprogramme 3
Human resources management

Component 1
Policy

Objective of the Organization: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) To enable staff to successfully deliver the mandates of the Organization through improved and modernized human resources policies, programmes and services, including across the United Nations common system	(i) Improved level of satisfaction regarding advice and support provided on human resources policy issues (ii) Reduction in the time for processing of requests for classification (iii) Timely processing of appeals and disciplinary cases within statutory time limits

	(iv) Increase in the number of administrative issuances that harmonize policies and practices across the common system and take into consideration the performance measures of Umoja processes
(b) Policies, processes and programmes that support organizational culture	Reduction in the number of appeals and disciplinary cases

Strategy

25.26 This component of subprogramme 3 is the responsibility of the Human Resources Policy Service of the Office of Human Resources Management. The implementation of the component enables the ongoing efforts of the Secretary-General to align human resources strategies with organizational imperatives, as approved by the General Assembly in its resolutions 61/244, 63/250, 65/247, 67/255 and 68/252.

25.27 Particular attention will be placed on the development of effective and streamlined human resources management policies; job classification for overall organizational design and talent management; the implementation of the results of the comprehensive review of the compensation system by the International Civil Service Commission; local salary surveys; enhancing coordination with other organizations of the United Nations common system on system-wide human resources policies; and the provision of advisory services with respect to Secretariat staff worldwide, including the promotion of increased consistency, transparency, responsibility and accountability. The Administrative Law Section of the Office of Human Resources Management will continue focusing on managing appeals effectively, including representing the Administration before the United Nations Dispute Tribunal and the processing of disciplinary cases in a timely manner.

Component 2
Strategic planning and staffing

Objective of the Organization: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff	(i) Increased percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges
	(ii) Increased placement of candidates successful in the young professionals programme examination from unrepresented and underrepresented Member States to P-1 and P-2 positions in the Secretariat

	(iii) Reduction in the average number of days between the date vacancy announcements are posted and the date candidates are selected for positions in job networks that are not yet affected by the managed mobility system (iv) Increased percentage of women staff in the regular budget posts in the Professional and higher categories (v) An increase in the percentage of senior managers with geographic mobility (vi) An increase in the proportion of staff in family duty stations appointed from non-family duty stations (vii) An increase in the proportion of staff in non-family duty stations appointed from family duty stations (viii) Increased percentage of selected candidates with languages skills, as appropriate
(b) To enable staff to successfully deliver the mandates of the Organization through the delivery of human resources programmes and services	Member States and all entities have access to dynamic online reports on human resources data and information in a consolidated and integrated platform
(c) Policies, processes and programmes that support organizational culture	Increase the number of entities achieving the human resources targets set out in the strategic indicators in the human resources management scorecard

Strategy

25.28 This component of subprogramme 3 is the responsibility of the Strategic Planning and Staffing Division of the Office of Human Resources Management. The implementation of the component supports the ongoing reform efforts of the Secretary-General aimed at the development of a global, dynamic and adaptable workforce, as guided by the General Assembly in its resolutions 61/244, 63/250, 65/247 and 67/255.

25.29 The Division consists of: (a) the Planning, Monitoring and Reporting Service; (b) the Staffing Service; and (c) the Outreach Section.

25.30 The core functions of the Planning, Monitoring and Reporting Service are to support the management of the Secretariat's human resources, including through: (a) strengthening the new human resources management performance and accountability framework (human resources scorecard); (b) providing self-monitoring and targeted human resources management support, including training, help desk support, periodic on-site support visits and advice to departments and offices on the proper exercise of delegated authority; (c) developing and implementing efficient and effective human resources processes; (d) developing workforce strategies for meeting priorities; and (e) providing human resources data to help managers make informed decisions.

25.31 The core functions of the Staffing Service are to: (a) strengthen the new human resources management performance and accountability framework (human resources scorecard); (b) develop and manage components of the talent management system related to staffing as an enterprise talent management tool; and (c) develop and implement strategies for the recruitment and development of young professionals and conduct competitive examinations for recruitment to the Professional category, as well as other examinations, selection tests and talent assessments for the General Service and related categories and for the Professional and higher categories.

25.32 The core function of the Outreach Section is to support the Secretariat in identifying and attracting high-quality candidates through outreach activities and to conduct proactive and targeted recruitment campaigns, taking into account the predicted operational needs of the Organization and the mandates of the General Assembly, particularly with regard to geographical representation and gender balance.

Component 3
Learning, development and human resources services

Objective of the Organization: To promote organizational culture change in the Secretariat in order to address new requirements and needs

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced attraction, development and retention of staff members who can execute Organizational mandates	(i) Increased percentage of staff members who are satisfied with the quality and relevance of learning and career support tools and programmes, including language-learning opportunities
	(ii) Increased percentage of staff who indicate that performance is recognized as important in their work and is evaluated fairly
(b) To enable staff to successfully deliver the mandates of the Organization through the delivery of human resources programmes and services	(i) Increase in the average number of learning and career support activities undertaken by individual staff members
	(ii) Increase in the number of language learners who reach proficiency in an official language of the United Nations other than their principal working language

	(iii) Increased percentage of representatives of departments and offices expressing satisfaction with advice and support provided by the Human Resources Service
	(iv) Increased number of staff members on the roster for family focal points/call centre volunteers
	(v) Increased number of staff trained for emergency preparedness
(c) Policies, processes and programmes that support organizational culture	Increased proportion of staff who indicate that they understand, recognize and agree with and support the vision and mandate of the Organization

Strategy

25.33 This component of subprogramme 3 is the responsibility of the Learning, Development and Human Resources Services Division of the Office of Human Resources Management. The Division will focus on developing the current and future human resources of the Organization by strengthening the integration of the core and managerial competencies into all human resources systems and providing effective human resources management services.

25.34 That will be driven by placing a stronger focus on supporting the management and development of talent and offering enhanced career support through relevant and accessible learning and career development programmes, as well as ensuring that programmes are aligned with a more structured approach to mobility, in compliance with General Assembly resolutions, in order to meet organizational needs and develop a more adaptable, dynamic and global workforce.

25.35 The programmes will strengthen the organizational approach to performance management through management and leadership development programmes, underpinned by an enhanced performance management system. The programmes will be delivered through the use of a more streamlined approach to human resources services related to processing initial appointments, reappointments, inductions, separations, transfers between duty stations and entitlements such as rental subsidies, dependency benefits and education grants.

25.36 The Division will ensure a stronger implementation of staff emergency preparedness plans and training programmes by departments/offices in collaboration with departments within the Secretariat and United Nations agencies, funds and programmes in three major areas: risk-based preparedness, emergency response and post-emergency response, within the context of the organizational resilience management system. Overall, the programmes of the Division will support shaping an organizational culture where staff members can see a clear link between their work and the vision and overall objectives of the Organization.

Component 4
Medical services

Objective of the Organization: Reduction of health care-related risks to the United Nations and its staff

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Policies, processes and programmes that support organizational culture	(i) Reduction in the number of work-related incidents that result in illness or injury
	(ii) Reduction in the number of sick leave days owing to work-related incidents
	(iii) Increase in the number of duty stations that have an approved medical component in their mass casualty plans
	(iv) Reduction in the number of sick leave days owing to illness or injury
	(v) Reduction in the number of medical evacuations
(b) Improved quality of United Nations health-care services	(i) Improved level of satisfaction expressed by clients
	(ii) Improved level of satisfaction expressed by field medical staff regarding advice and support by the Medical Services Division

Strategy

25.37 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office of Human Resources Management. The Division's strategic plan has three key objectives: a reduction in preventable staff harm, a reduction in expenditure on health-related issues and improvements in client satisfaction.

25.38 The Division provides on-site occupational health services in New York and delivers services to more than 100 locations worldwide. The Division will focus on improving access to and provision of occupational health services to New York-based staff of the United Nations system, including its funds, programmes and agencies. It will remain committed to ensuring improvement in its services for promoting staff health and medical compatibility with job requirements through the design and review of appropriate medical evaluations.

25.39 The Division will focus on the health and safety risks in the workplace, and will also collect information about occupationally incurred injury or illness, allowing direct estimates of the costs incurred to be developed. The Division will move from a direct processing role in administrative activities related to medical issues to supervision and standards and compliance oversight of field offices and offices away from Headquarters. The Division will also provide medical information to the Crisis Operations Group, develop preparedness plans for public health emergencies and manage the implementation and preparedness of the medical aspects of the United Nations crisis and mass casualty response plans in field duty stations (including United Nations medical emergency response teams). It will continue to perform on-site assessments of health facilities in the field duty stations and regional evacuation centres.

25.40 The Division will continue to provide professional and technical advice to clinics sponsored by United Nations country teams and civilian clinics of United Nations peacekeeping missions and coordinate the implementation of United Nations policies on health care system-wide.

25.41 In the coming period, the Division will also strengthen its governance over the safety and quality of health care delivered in the field, with the aim of reducing preventable harm and improving health-care outcomes.

25.42 With a view to further increasing its efficiency in the performance of administrative functions related to medical issues, the Division will continue to enhance and implement its electronic health management system in offices beyond Headquarters, including peacekeeping missions, and will rationalize, streamline and update internal procedures.

25.43 The Division will further develop and align its activities with the strategic priorities of the Organization, with specific attention to the managerial mechanisms required to address systemic occupational health, safety and medical needs related to the expanding worldwide field presence of United Nations staff.

Subprogramme 4
Support services

Component 1
Facilities and commercial services

Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat with regard to office facilities, assets management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Efficient and effective management, maintenance and operation of Headquarters and overseas facilities	(i) Increased proportion of services provided in accordance with established turnaround time at Headquarters
	(ii) Increased compliance of capital maintenance programmes and capital projects at Headquarters and offices away from Headquarters with the policy frameworks pertaining to construction work and with the capital project guidelines

(b) Operation of a property management system that is fully IPSAS-compliant	Property management aspect of the financial statements is in compliance with IPSAS
(c) Efficiencies achieved in travel costs for the Organization	Percentage discount realized on air tickets as a result of the use of United Nations-negotiated airline agreements (Indicator of achievement "Increased percentage of air tickets purchased at least two weeks before the commencement of travel" will be shown under Executive Direction and Management of all departments and offices beginning with the proposed programme budget for the biennium 2018-2019)
(d) Improved efficiency and accountability through long-term management of and accessibility to authentic digital business records, archives and information	Increased percentage of information systems that meet digital record-keeping standards

Strategy

25.44 This component of the subprogramme is the responsibility of the Facilities and Commercial Services Division of the Office of Central Support Services. The investment made in technological and design upgrades will require comprehensive maintenance to utilize and maintain the complex in the most efficient and effective manner. In line with previous initiatives and the implementation of IPSAS and enterprise resources planning systems, the Division will continue to lead the implementation of Secretariat-wide frameworks for the planning and management of capital expenditure and property.

25.45 Given those circumstances, the emphasis of the work programme will be on:

(a) Managing technological and operational changes at the renovated United Nations Headquarters facility through a shift in focus away from a repair-based approach to a proactive, preventative maintenance approach, including capital maintenance, of the facilities and commercial services operations in order to promote efficiency, operational continuity, environmental sustainability and maintenance of property value;

(b) Achieving operational efficiencies in the areas of receipt of goods, transportation, mail operations and inventory management following the completion of the redesigned loading dock and full implementation of a centrally managed warehouse;

(c) Achieving efficiencies in space utilization through long-term planning of office accommodation and flexible workplace strategies that promote productivity and the well-being of occupants;

(d) Improving the efficiency of facility services delivery through the continued implementation of improved customer relationship and information management systems and real-time monitoring of key performance indicators, including in the areas of capital projects, office space planning and asset management;

(e) Improving the management of properties by establishing Organization-wide frameworks in compliance with IPSAS and in line with Umoja, including the ongoing strategic capital reviews and close coordination of the prioritization, planning and execution of the resulting global construction and major maintenance projects;

(f) Maintaining efficient and cost-effective travel and transportation services through best practices, as well as through close cooperation and benchmarking with other United Nations system organizations;

(g) Raising awareness and improving capacity for digital record-keeping and preservation to comply with United Nations information standards and knowledge management strategy through the provision of advisory services, training and web-based tools and in partnership with stakeholders;

(h) Strengthening the policy development and oversight capacity of the Division, particularly in the area of facilities management;

(i) Continuing to promote environmental sustainability at United Nations Headquarters premises in coordination with all departments and offices, in line with the Secretary-General's priority of responding to the threats of climate change, in order to deliver on his commitment to move the United Nations towards climate neutrality;

(j) Enhancing the timeliness and reliability of mail and pouch services.

Component 2
Procurement services

Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Best value, fairness, integrity and transparency in acquisition of goods and services	(i) Increased percentage of clients responding to surveys who express satisfaction
	(ii) Average number of weeks between the issuance of the bid instrument and the issuance of the contract award or purchase order less than 14
	(iii) Ratio of receivable procurement challenges submitted to the Award Review Board versus the number of procurement debriefs conducted less than 10 per cent

(b) Enhanced level of international competition	Increased number of eligible vendors from different regions of the world for tender invitations, supported by a single vendor database for the entire Secretariat
(c) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	Increased number of vendors from developing countries and countries with economies in transition participating in the United Nations procurement process, ensuring international competition, in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

25.46 This component of the subprogramme is the responsibility of the Procurement Division of the Office of Central Support Services. For the period 2018-2019, the Division will focus on the activities listed below to achieve the objective of the subprogramme.

25.47 The Division will continue developing and sharing best practices within the United Nations system and continuously review and improve procurement procedures and guidelines with the assistance of information technology, in particular electronic tendering and business intelligence available through Umoja and the centralized vendor sourcing portal, i.e., the United Nations Global Marketplace.

25.48 The Division will cooperate closely with requisitioners and stakeholders in order to continue to improve the development of comprehensive source selection plans, statements of works, technical specifications and objective, measurable evaluation criteria.

25.49 The Division will further improve its cooperation with the International Chamber of Commerce, the World Chambers Federation and participating chambers of commerce worldwide in disseminating relevant information on United Nations tender requirements, with the aim of increasing the pool of bidders. In particular, it will continue to search for potential suppliers in business sectors in which the Organization has a limited source of supply and continue conducting vendor performance reviews within the existing vendor sanction mechanism.

25.50 The Division will strengthen the capacity of procurement staff through the management and delivery of online procurement training courses and certification programmes, and by rotating staff between Headquarters and other locations to ensure the consistent application of and full compliance with established policy, procedures and best practices across the Organization.

Component 3
Business continuity

Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat by applying the principles of the organizational resilience management system

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity to respond to disruptions and crisis events	(i) Critical process recovery starts within 24 hours of a disruption (ii) Timely completion of organizational resilience exercises involving United Nations Headquarters departments and offices

Strategy

25.51 This component of the subprogramme is the responsibility of the Business Continuity Management Unit in the Office of Central Support Services. In order to achieve the objective, the Unit will focus on:

(a) Implementing a maintenance, exercise and review regime at Headquarters, offices away from Headquarters and the regional commissions, including regular testing of the organizational resilience management system components, to ensure capability to respond to disruptions or crisis events; and maintain the number of yearly training programmes for crisis decision makers and the performance of yearly emergency management simulation exercises;

(b) Successfully implementing the organizational resilience management system in all Secretariat duty stations, including offices away from Headquarters, the regional commissions and field missions of the Department of Peacekeeping Operations and the Department of Political Affairs, and promote increased interest in the organizational resilience management system among the agencies, funds and programmes through the United Nations System Chief Executives Board for Coordination and the High-Level Committee on Management;

(c) The sharing of best practices in emergency management and organizational resilience among departments of the Secretariat, the agencies, funds and programmes and other United Nations entities, as well as the private sector and host nation authorities;

(d) Working closely with the Department of Safety and Security and the Office of Human Resources Management to ensure that elements of the organizational resilience management system are mainstreamed into training courses.

Subprogramme 5
Information and communications technology strategic management and coordination

Objective of the Organization: To ensure the efficient, effective and transparent implementation of all elements of the ICT strategy in support of the work of the United Nations

Component 1
Technology management structures

Objective of the Organization: To ensure efficient and effective coherence in and coordination of ICT functions across the Secretariat

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Optimized use of ICT resources and efficient access to information within and among United Nations organizations through the formulation and adoption of ICT policies, procedures and guidelines, and establishment of the ICT governance processes and frameworks	Increased number of Organization-wide models and frameworks that together constitute effective technology management structures
(b) Technology services, infrastructure and systems that are aligned with standards and architecture to minimize information security related risks to the Organization	Increased coherence of technology management structures inclusive of all offices, departments, economic commissions, tribunals and field missions of the United Nations

Strategy

25.52 This component is the responsibility of the Global Services Division. The Division will focus on the following:

(a) Development and institutionalization of critical cross-domain technology policies;

(b) Monthly inventory of existing technology-related contracts;

(c) Formulation, ratification and institutionalization of policies;

(d) Review of ICT systems, infrastructure and services to establish alignment with standards and architecture;

(e) Transition of ICT contracts to global enterprise agreements to support the global Secretariat;

(f) Achievement of coherence in and coordination of ICT functions across the Secretariat by consolidating ICT functions into the enterprise delivery framework.

Component 2
Alignment of technology with the work of the United Nations Secretariat

Objective of the Organization: To ensure that the technology programmes of the United Nations and the implementation of all elements of the ICT strategy enable the work of the United Nations

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective ICT programmes, services and infrastructure that facilitate the work of the United Nations	Increased number of technology strategies that are aligned with the United Nations ICT and business strategies
(b) Effective ICT services that facilitate the work of the Member States	Increased satisfaction of Member States with ICT services and solutions

Strategy

25.53 This component of subprogramme 5 is the responsibility of the Global Services Division. It will focus on the following:

(a) Systematic formulation of policy directives to govern the use of technology in the United Nations;

(b) Establishment of governance mechanisms that ensure that new ICT projects and investments are assessed in the context of established technical authority;

(c) Ensuring the use of global enterprise architecture and standardized technologies and measurements and the evaluation of issued policy directives;

(d) Ensuring that contractual arrangements are centralized and available to the Secretariat in accordance with the relevant rules and regulations;

(e) Establishing technology strategies that are aligned with the business strategies of the offices, departments, economic commissions, tribunals and field missions as they relate to the work of the United Nations;

(f) Implementation of internal communication strategies for ICT programmes within the Secretariat.

Component 3
Analytics and business intelligence

Objective of the Organization: Improved data-driven decision-making and more effective resource and programme management with strengthened accountability by leveraging information relating to administrative and substantive areas

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced access to and integrity of information that supports informed decision-making for the United Nations by delivering the technical components of analytics and business intelligence through the ICT service delivery framework, specifically through the enterprise applications centres	(i) Establishment of standards for analytics and business intelligence systems and data (ii) Reduction in the use of non-standard analytics and business intelligence software to ensure the optimization of resources, achieve economies of scale and improve collaboration across the Secretariat and across the United Nations system

Strategy

25.54 This component of subprogramme 5 is the responsibility of the Global Services Division. It will focus on the following:

(a) Establishing pervasive analytics and business intelligence capacity to provide concrete data analysis on specific topics and, more generally, fostering a culture of data-sharing within the United Nations system;

(b) Promoting the transitioning of analytics and business intelligence to enterprise-wide activity and establishing solutions to support informed decision-making;

(c) Strengthening the information security programme of the United Nations with a view to improving its effectiveness and integrity.

Component 4
Application and website development and support

Objective of the Organization: To develop and implement application and website management strategies to provide enterprise-wide solutions, supported virtually, in compliance with applicable guidelines for security, branding, multilingualism and accessibility

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enterprise applications that meet business requirements, thereby reducing the need for local solutions, resulting in a decreased information security risk	Increased number of common applications and services made available through enterprise applications centres

(b) Harmonized technology landscape and reduced fragmentation by lessening the number of applications and websites throughout the United Nations, resulting in decreased ICT maintenance costs and a uniform web presence for the United Nations Secretariat meeting all Department of Public Information guidelines	(i) Reduction of websites globally (ii) Reduction of applications globally
(c) Increased compliance with technology standards, guidelines and methodologies, as well as with ICT policies and enterprise architecture, through the service delivery framework, resulting in a service delivery model for ICT applications and websites which addresses security, branding, multilingualism and accessibility requirements	Increased number of enterprise solutions complying with technology standards, guidelines and methodologies
(d) Improved human resources information systems resulting in less staff time required for processing all human resources functions	All Inspira modules, including recruitment, performance management, learning and mobility, are stabilized and updated through regular enhancements and maintenance

Strategy

25.55 This component of subprogramme 5 is the responsibility of the enterprise applications centres in Bangkok and New York. They will focus on the following:

(a) Provision of operational support by ensuring the integrity and unified architecture of databases, the maintenance of the central reporting system, the facilitation of optimal access to data, the continued evolution of the reporting facility and the enhancement of the central software distribution tool;

(b) Support for all resource management systems developed by the Office of Information and Communications Technology, including the more than 30 process automation applications presently used across the Secretariat;

(c) Development of data interfaces between legacy systems and Umoja;

(d) Implementation of service management applications in departments and offices;

(e) Development of resource management solutions common to Headquarters and field missions, namely customer relationship management enterprise applications;

(f) Emphasizing improvements to service delivery through performance monitoring and the facilitation of better inter-office connectivity and accessibility to information;

(g) Developing and implementing application and website management strategies to reduce duplicate applications and websites by moving to enterprise-wide solutions that are supported virtually;

(h) Supporting Inspira, the talent management system, including through enhancements in the areas of recruitment, learning and performance management;

(i) Supporting and enhancing the data warehouse, including strengthening the online human resources management scorecard in order to provide self-service tools that allow for the self-monitoring of targets and performance using human resources action plans and facilitate monitoring and oversight by Member States;

(j) Remediating and optimizing the United Nations website application portfolio to comply with applicable guidelines for security, branding, multilingualism and accessibility.

Component 5
Strengthening information security

Objective of the Organization: To ensure information security by reducing the level of risk to the image, resources, data, operations and safety and security of the personnel and assets of the United Nations

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened information security controls and processes across the Secretariat and field missions	(i) Increased number of security updates deployed
	(ii) Increased percentage of secure workstation configurations deployed across the Secretariat
	(iii) Increased percentage of capability for effective monitoring of ICT assets and data and of attempted intrusions and policy violations
	(iv) Increased percentage of processes to review and validate security controls for enterprise applications and improved websites
	(v) Increased percentage of deployment and upgrading of security infrastructure components to prevent, detect and respond to cyberattacks
(b) Improved disaster recovery capacity for critical applications	Increased number of disaster recovery mechanisms, procedures and plans that are documented and tested for all critical enterprise applications and systems
(c) Enhanced Secretariat-wide accountability and management of information security, with the Chief Information Technology Officer as the central authority	Established information security governance framework to institute effective and accountable information security management throughout the Secretariat, with the Chief Information Technology Officer as the central authority

Strategy

25.56 This component of subprogramme 5 is the responsibility of the Global Services Division. It will focus on establishing enterprise architecture and strengthening Umoja mainstreaming, information security and operational resilience, and will ensure that ICT programmes are aligned with the work of the United Nations. More specifically, the Division will focus on:

(a) Securing the configurations of workstations;

(b) Disaster recovery plans for critical systems;

(c) Maintenance of the information security and enterprise architecture frameworks.

Subprogramme 6
Information and communications technology operations

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the functional and operational goals of the Organization by implementing the harmonized ICT technology programmes

Component 1
Enterprise hosting

Objective of the Organization: To enable the implementation of the mandate of the United Nations globally by ensuring a secure, coherent and resilient information technology application hosting and infrastructure landscape

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Consolidation of enterprise applications	(i) Existing enterprise applications transferred from New York to the enterprise data centres
	(ii) Existing applications that are considered enterprise-related in offices away from Headquarters and regional economic commissions transferred to the enterprise data centres
(b) Harmonization of dispersed server rooms and data centres into regional and enterprise data centres and migration from physical to virtual servers	Reduction in the overall number of physical servers

Strategy

25.57 This component of subprogramme 6 will be the responsibility of the Global Operations Division. It will focus on implementing an enterprise hosting model with a view to increasing efficiencies and strengthening effectiveness, thereby providing more robust technology services in support of the work of the United Nations.

Component 2
Network consolidation (multi-protocol label switching)

Objective of the Organization: To enable the United Nations to effectively provide its core functions by implementing the consolidated multi-protocol label switching global network to facilitate secure, reliable, centrally managed office connectivity for the Organization's major voice, video and data services

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Transition of regional networks to a single integrated, centrally managed network	Reduced disparate networks through the migration of existing regional networks to a global network, based on centrally endorsed standards and on industry best practice, resulting in secure, reliable and centrally managed office connectivity
(b) Reduced network downtime resulting from structured network and security monitoring across the enterprise network	Increased percentage of network availability with the outcome of stable connectivity to the enterprise ICT systems

Strategy

25.58 The component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on the following:

(a) Ensuring conformity with established policies and relevant industry standards of all information and communications technology services delivered by the Office of Information and Communications Technology;

(b) Management and maintenance of the global telecommunications infrastructure that connects Headquarters with offices away from Headquarters and peacekeeping missions, and expansion and upgrading of the e-mail enterprise systems in cooperation with the Department of Field Support;

(c) Upgrading of the Headquarters campus network infrastructure with robust capabilities to support large and multiple user groups that have diverse requirements for mission-critical data, voice and video traffic;

(d) Provision of technical and operational support for servers, personal computers and mobile devices connected to the Headquarters network;

(e) Provision of infrastructure support to all departmental applications at Headquarters data centres and enterprise applications in the enterprise data centres;

(f) Improving overall delivery of ICT services by harmonizing existing data processing functions and reducing the ICT carbon footprint.

Component 3
Enterprise service desk

Objective of the Organization: To improve the capability of the United Nations Secretariat to perform its substantive and functional activities by ensuring availability, effective maintenance and support of the enterprise ICT systems and by providing a modern, secure and supportable landscape throughout the United Nations Secretariat

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved capability of the Secretariat to provide around-the-clock global support for enterprise applications resulting in faster resolution of incidents and increased customer satisfaction	(i) Increased number of enterprise applications supported by the enterprise support centres
	(ii) Around-the-clock support provided by the enterprise support centres
	(iii) Increased percentage of overall user satisfaction rating
(b) Harmonized and streamlined service desk procedures, processes and technology platform across the Secretariat	Reduction in the number of local help desks throughout the Secretariat

Strategy

25.59 This component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on supporting users of enterprise ICT technology systems throughout the Secretariat and providing incident management services for enterprise applications, including Umoja, through the establishment of a global enterprise service desk. It will also coordinate the provision of information and communications technology support to all permanent and observer missions of United Nations Member States in New York and will operate and maintain secure voice and message communications globally among all United Nations offices, including cellular telephony. It will focus on providing infrastructure support for all central software applications, such the Official Document System, e-mail, Inspira, the enterprise identity management system, iNeed and the Internet/intranet.

Component 4
Mainstreaming Umoja

Objective of the Organization: To promote sustainable organizational change by ensuring the ongoing viability of the Organization's major change management initiative and ensure that the transformational Umoja initiative is sustained through mainstreaming into established technology capacity

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Validation of the level of resources required to support Umoja in the mainstreaming phase	Documented requirements for successful Umoja mainstreaming, validated by the ICT governance bodies covering technical, financial and human resources areas

(b) Effective operation and ongoing support of the Umoja application through a phased approach to mainstream into the Office of Information and Communications Technology	(i) Successful implementation of the approved phase 1 plan to mainstream Umoja (ii) Successful implementation of the approved phase 2 plan to mainstream Umoja

Strategy

25.60 This component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on ensuring, through a phased approach, that the transformational Umoja initiative is mainstreamed into established technology capacity and is sustained.

Component 5
Broadcast and conference support

Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat with regard to its conference facilities, broadcasting operations and videoconferencing services

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Wide-scale adoption of up-to-date technology and staffing solutions, promoting global synergies and efficiencies for the delivery of broadcast and conference services, meetings and virtual meetings (video- and audio-teleconference) under the authority of the Office of Information and Communications Technology	(i) Consolidation and harmonization of broadcasting practices and conference support processes and the related technology and staffing responsibility across the United Nations Secretariat under the authority of the Chief Information Technology Officer (ii) Reduced number of distinct entities providing such services that operate independently of an overarching structure and authority (iii) Reduced fragmentation through the adoption of standard technologies and methodologies and the harmonization of workflows and responsibilities
(b) Wide-scale provision of technology to the Secretariat, permanent missions and delegations allowing for the use of a single sign-on or digital identification card for multiple authentication and identification purposes, including participation and identification in meetings, either in person or virtually, and accessing searchable audio and visual recordings of meetings	(i) Increased use of digital identification for authentication and rights purposes, including access control to digital recordings, identification and titles for digital signage purposes with respect to meetings, and participant authentication when seeking to participate in meetings virtually by videoconference or other means (ii) Increase in globally standardized staffing responsibilities, electronic meetings governance practice, digital recording dissemination and access control, harmonized by a single digital mechanism technology

(c) Effective support for meetings, including virtual meetings and events, at the United Nations, including automation and self-operation modes as appropriate	Increased technological standards, governance mechanisms and standard operating procedures implemented globally; integrated identification card is adopted allowing for the use of a single card across multiple platforms, including access and rights control, delegate nameplate and media assets management technology

Strategy

25.61 This component of subprogramme 6 is the responsibility of the Broadcast and Conference Support Section of the Global Operations Division. It will focus on providing appropriate technological and related logistical and technical support for conferences, meetings, broadcasts, videoconferences, virtual meetings and all other requested audio and video services.

B. United Nations Office at Geneva

Subprogramme 2
Programme planning, budget and accounts (Geneva)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations resources under the purview of the United Nations Office at Geneva

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved overall management of programme budget and extrabudgetary resources	Reduced percentage of variance between budgets and expenditures
(b) Improved integrity of financial data	(i) Unqualified audit opinion of the Board of Auditors on financial statements compliant with IPSAS
	(ii) Reduced number of significant adverse audit findings related to other financial matters

25.62 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to strengthen the monitoring of budget performance, financial management and control and reporting. The strategy will include: (a) coordinating with Headquarters and providing timely advice to the entities serviced on financial management; (b) providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review of procedures and effective budget implementation; (c) strengthening internal financial controls and streamlining financial procedures and guidelines to ensure effective financial management; (d) regularly reviewing workflow procedures to identify ways to achieve a more efficient and faster client response; and (e) ensuring strict compliance with the Financial Rules and Regulations and the financial policies of the United Nations.

Subprogramme 3
Human resources management (Geneva)

Objective of the Organization: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective and efficient staffing to support talent management	(i) Reduction in the average number of days between the date vacancy announcements are posted and the date candidates are selected for positions in job networks that are not yet affected by the managed mobility system
	(ii) Increased percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges
	(iii) Increased percentage of female staff in the Professional and higher categories
(b) Improved ability of staff to implement mandates	(i) Increase in the average number of training days per staff member undertaking learning and career support activities
	(ii) Increase in the number of language learners who reach proficiency in an official language of the United Nations other than their principal working language
	(iii) Increase in the percentage of staff members who are satisfied with the quality (or relevance) of learning and career support tools and programmes
(c) Improved quality of United Nations health-care services	Improved level of satisfaction expressed by staff regarding services provided

Strategy

25.63 The Service will support the development of a competent, diverse and adaptable workforce by providing advice on workforce planning and help with the acquisition and development of talent, performance management, career planning, mobility and health management. The Service will leverage the various enterprise systems in the delivery of efficient and effective human resources services, supported by an enabling policy framework and enhanced decision-making through monitoring, data analysis and reporting. In addition, the Service will also play a central support role in shaping an enabling organizational culture through targeted enhancement to leadership, learning and career support activities and a more robust performance management system that supports increased accountability, staff engagement and empowerment while ensuring a diverse and inclusive workplace. The Service will continue strengthening its efforts to achieve more equitable geographic representation of Member States and increase the representation of women.

Subprogramme 4
Support services (Geneva)

1. *Objective of the Organization*: To ensure the efficient and effective functioning of the United Nations Office at Geneva with regard to office and conference facilities management, asset management, travel and transportation, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Efficient and effective management, maintenance and operation of facilities in parallel with the implementation phases of the strategic heritage plan	(i) Increased proportion of services provided in accordance with established turnaround time
	(ii) Full completion of the relevant implementation phases of the strategic heritage plan
(b) Operation of a property management system that is fully IPSAS-compliant	Recognition by the Board of Auditors that the property management system is IPSAS-compliant

2. *Objective of the Organization*: To ensure efficient and effective procurement activities

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Best value, fairness, integrity and transparency in acquisition of good and services	(i) Increased percentage of clients responding to surveys who express satisfaction
	(ii) Reduction in the average number of weeks between the issuance of the bid instrument and the issuance of the contract award or purchase order
	(iii) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts
(b) Enhanced level of international competition	Increased number of eligible vendors from different regions of the world for tender invitations, supported by a single vendor database for the entire Secretariat

(c) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	Increased number of registered vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement, ensuring international competition in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

25.64 This subprogramme is the responsibility of the Office of Central Support Services. The focus will be on the following: (a) maintaining efficient and cost-effective travel and transportation services through best practices, as well as through close cooperation and benchmarking with other United Nations system organizations; (b) reducing the turnaround time for the provision of facilities services; (c) continuing to promote environmental sustainability in coordination with all departments and offices, in line with the Secretary-General's priority of responding to the threats of climate change, in order to deliver on his commitment to move the United Nations towards climate neutrality; (d) continuing to develop and share best practices within the United Nations system and continuously reviewing and improving procurement procedures and guidelines with the assistance of information technology, in particular electronic tendering and business intelligence available through Umoja and the centralized vendor sourcing portal, i.e., the United Nations Global Marketplace; (e) strengthening the capacity of procurement staff through the management and delivery of online procurement training courses and certification programmes to ensure the consistent application of and full compliance with established policy, procedures and best practices across the Organization; and (f) improving the management of assets by establishing Organization-wide frameworks in compliance with IPSAS and in line with Umoja.

Subprogramme 6
Information and communications technology operations (Geneva)

Objective of the Organization: To enable the Organization's mandate implementation through coherent enterprise architecture, enterprise information communications technology systems and a service delivery model as well as a secure, coherent and resilient technology application hosting and infrastructure landscape

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened information security controls and processes	(i) Increased number of security updates and secure workstation configurations deployed
	(ii) Increased percentage of deployment and upgrading of security infrastructure components and capacity to prevent, detect and respond to cyberattacks

	(iii) Increased percentage of processes to review and validate security controls for public websites
(b) Harmonized technology landscape and reduced fragmentation	(i) Reduction of the number of local server rooms by consolidating them into regional data centres
	(ii) Increased ratio of the number of virtual servers to the number of physical servers to reach the target of 80 per cent
(c) Improved service delivery	(i) Increased network availability for voice and data services
	(ii) Improved client satisfaction level based on agreed service-level benchmark
(d) Improved support for enterprise applications	Increased percentage of overall user satisfaction rating

Strategy

25.65 The strategies for implementing the above objectives are as follows:

(a) Coordinate with other Secretariat entities across the region to comply with policies and procedures, standards and information security best practices;

(b) Further strengthen information security through the implementation of vulnerability management, continuous monitoring, the protection of classified information and related policies and procedures;

(c) Focus on supporting users of enterprise applications throughout the Secretariat as an enterprise service desk hub in the Regional Technology Centres;

(d) Translate the Organization's functional and operational requirements into the effective and efficient implementation of information and communications technology solutions with a focus on improving the management of information and resources;

(e) Identify service requirements and define commensurate delivery and support activities and structures;

(f) Define comparable levels of performance with industry benchmarks and monitoring performance.

Subprogramme 7
Library services (Geneva)

Objective of the Organization: To build and mobilize past, present and future collective recorded knowledge of the United Nations and of related external resources

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) More efficient and user-friendly access to a broader range of recorded knowledge of the United Nations and external library resources	Increased access to online and digitized information resources
(b) Improved records management at the United Nations Office at Geneva	(i) Increased number of staff members at the United Nations Office at Geneva and other United Nations entities in Geneva trained and coached on records management
	(ii) Increased volume of electronic records available in the Records Management System
(c) Increased exchange, education and dialogue through cultural diplomacy between Member States and between Member States and the international community	Increased number of participants in activities organized by the library
(d) Increased support to Member States through the mobilization of the knowledge of the United Nations on key global policy frameworks	Increased access to knowledge resources through electronic resource guides

Strategy

25.66 The subprogramme is the responsibility of Library services at the United Nations Office at Geneva, which is the centre for knowledge management, institutional memory, cultural diplomacy and intellectual, educational and academic outreach at the Office. The Library will enhance access to collective recorded knowledge of the United Nations and to external content supporting such knowledge by adapting services to the changing needs of stakeholders and implementing communications activities. The digital library and archives will be expanded, and efforts will be increased to foster efficient and standard-compliant records management and provide long-term stewardship and guaranteed access to the collections. The Library will increase its presence in international collaborative projects, continue to provide a platform for diversity across cultures and between Member States and the international community and expand its outreach programme for exchange, education and dialogue on key United Nations issues.

C. United Nations Office at Vienna

Subprogramme 2
Programme planning, budget and accounts (Vienna)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations resources under the purview of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime and affiliated entities

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved overall management of programme budget and extrabudgetary resources	Reduced percentage of variance between budgets and expenditures
(b) Improved integrity of financial data	(i) Unqualified audit opinion of the Board of Auditors on financial statements compliant with IPSAS
	(ii) Reduced number of significant adverse audit findings related to other financial matters

Strategy

25.67 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to strengthen the monitoring of budget performance, financial management and control and reporting. The strategy will include: (a) coordinating with Headquarters and providing timely advice to the entities serviced on financial management; (b) providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review of procedures and effective budget implementation; (c) strengthening internal financial controls and streamlining financial procedures and guidelines to ensure effective financial management; (d) regularly reviewing workflow procedures to identify ways to achieve a more efficient and faster client response; and (e) ensuring strict compliance with the Financial Rules and Regulations and the financial policies of the United Nations.

Subprogramme 3
Human resources management (Vienna)

Objective of the Organization: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective and efficient staffing to support talent management	Reduction in the average number of days between the date vacancy announcements are posted and the date candidates are selected for positions in job networks that are not yet affected by the managed mobility system
(b) Improved ability of staff to implement mandates	(i) Increase in the average number of training days per staff member undertaking learning and career support activities
	(ii) Increase in the number of language learners who reach proficiency in an official language of the United Nations other than their principal working language
	(iii) Increase in the percentage of staff members who are satisfied with the quality (or relevance) of learning and career support tools and programmes
(c) Improved effectiveness of staff through promotion of work-life balance	Improved level of satisfaction expressed by staff regarding services provided

Strategy

25.68 The Service will support the development of a competent, diverse and adaptable workforce by providing advice on workforce planning and help with the acquisition and development of talent, performance management, career planning, mobility and health management. The Service will leverage the various enterprise systems in the delivery of efficient and effective human resources services, supported by an enabling policy framework and enhanced decision-making through monitoring, data analysis and reporting. In addition, the Service will also play a central support role in shaping an enabling organizational culture through targeted enhancement to leadership, learning and career support activities and a more robust performance management system that supports increased accountability, staff engagement and empowerment while ensuring a diverse and inclusive workplace. The Service will continue strengthening its efforts to achieve more equitable geographic representation of Member States and increase the representation of women. The Service, in coordination with the International Atomic Energy Agency, will continue to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Vienna.

Subprogramme 4
Support services (Vienna)

1. *Objective of the Organization*: To ensure the efficient and effective functioning of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime and affiliated entities with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Efficient and effective management, maintenance and operation of facilities	Increased proportion of services provided in accordance with established turnaround time
(b) Operation of a property management system that is fully IPSAS-compliant	Recognition by the Board of Auditors that the property management system is IPSAS-compliant

2. *Objective of the Organization*: To ensure efficient and effective procurement activities

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Best value, fairness, integrity and transparency in acquisition of good and services	(i) Increased percentage of clients responding to surveys who express satisfaction
	(ii) Reduction in the average number of weeks between the issuance of the bid instrument and the issuance of the contract award or purchase order
	(iii) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts
(b) Enhanced level of international competition	Increased number of eligible vendors from different regions of the world for tender invitations, supported by a single vendor database for the entire Secretariat
(c) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	Increased number of registered vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement, ensuring international competition in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

3. Objective of the Organization: To build and mobilize past, present and future collective recorded knowledge of the United Nations Office at Vienna and of related external resources

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced awareness and usage of electronic research resources	Increased usage of electronic library resources available at the Organization

Strategy

25.69 This subprogramme is the responsibility of the Office of Central Support Services. The focus will be on the following: (a) maintaining efficient and cost-effective travel and transportation services through best practices, as well as through close cooperation and benchmarking with other United Nations system organizations; (b) reducing the turnaround time for the provision of facilities services; (c) continuing to promote environmental sustainability in coordination with all departments and offices, in line with the Secretary-General's priority of responding to the threats of climate change, in order to deliver on his commitment to move the United Nations towards climate neutrality; (d) continuing to develop and share best practices within the United Nations system and continuously reviewing and improving procurement procedures and guidelines with the assistance of information technology, in particular electronic tendering and business intelligence available through Umoja and the centralized vendor sourcing portal, i.e., the United Nations Global Marketplace; (e) strengthening the capacity of procurement staff through the management and delivery of online procurement training courses and certification programmes to ensure the consistent application of and full compliance with established policy, procedures and best practices across the Organization; (f) improving the management of assets by establishing Organization-wide frameworks in compliance with IPSAS and in line with Umoja; and (g) improving outreach services of the library to clients, especially in the use of electronic resources.

Subprogramme 6
Information and communications technology operations (Vienna)

Objective of the Organization: To ensure the efficient and effective achievement of the functional and operational goals of the Organization by leveraging information and communications technology

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective decision-making through the use of analytics and business intelligence solutions related to Umoja	Increased access to and usage of Umoja data
(b) Enterprise applications that meet business requirements, thereby reducing the need for local solutions	Increased number of common applications and services made available through enterprise applications centres

(c) Harmonized technology landscape and reduced fragmentation by lessening the number of local applications	Reduction in the use of local applications

Strategy

25.70 The subprogramme is the responsibility of the Information Technology Service under the strategic direction of the Chief Information Technology Officer. The work programme will emphasize: (a) translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions, with a focus on improving the management of information and resources; (b) supporting Umoja deployment and mainstreaming; (c) strengthening cybersecurity to protect the Organization; (d) delivering enterprise applications; (e) enhancing service and performance management; and (f) increasing compliance with technology standards, guidelines and methodologies as well as with information and communications technology policies and enterprise architecture through the service delivery framework.

D. United Nations Office at Nairobi

Subprogramme 2
Programme planning, budget and accounts (Nairobi)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations resources under the purview of the United Nations Office at Nairobi

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved overall management of programme budget and extrabudgetary resources	Reduced percentage of variance between budgets and expenditures
(b) Improved integrity of financial data	(i) Unqualified audit opinion of the Board of Auditors on financial statements compliant with IPSAS
	(ii) Reduced number of significant adverse audit findings related to other financial matters

Strategy

25.71 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to strengthen the monitoring of budget performance, financial management and control and reporting. The strategy will include: (a) coordinating with Headquarters and providing timely advice to the entities serviced on financial management; (b) providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review of procedures and effective budget implementation; (c) strengthening internal financial controls and streamlining financial procedures and guidelines to ensure effective financial management; (d) regularly reviewing workflow procedures to identify ways to achieve a more efficient and faster client response; and (e) ensuring strict compliance with the Financial Rules and Regulations and the financial policies of the United Nations.

Subprogramme 3
Human resources management (Nairobi)

Objective of the Organization: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective and efficient staffing to support talent management	Reduction in the average number of days between the date vacancy announcements are posted and the date candidates are selected for positions in job networks that are not yet affected by the managed mobility system
(b) Improved ability of staff to implement mandates	(i) Increase in the average number of training days per staff member undertaking learning and career support activities
	(ii) Increase in the number of language learners who reach proficiency in an official language of the United Nations other than their principal working language
	(iii) Increase in the percentage of staff members who are satisfied with the quality (or relevance) of learning and career support tools and programmes
(c) Improved quality of United Nations health-care services	Improved level of satisfaction expressed by staff regarding services provided

Strategy

25.72 The Service will support the development of a competent, diverse and adaptable workforce by providing advice on workforce planning and help with the acquisition and development of talent, performance management, career planning, mobility and health management. The Service will leverage the various enterprise systems in the delivery of efficient and effective human resources services, supported by an enabling policy framework and enhanced decision-making through monitoring, data analysis and reporting. In addition, the Service will also play a central support role in shaping an enabling organizational culture through targeted enhancement to leadership, learning and career support activities and a more robust performance management system that supports increased accountability, staff engagement and empowerment while ensuring a diverse and inclusive workplace. The Service will continue strengthening its efforts to achieve more equitable geographic representation of Member States and increase the representation of women.

Subprogramme 4
Support services (Nairobi)

1. *Objective of the Organization*: To ensure the effective and efficient functioning of the United Nations Office at Nairobi with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Efficient and effective management, maintenance and operation of facilities	Increased proportion of services provided in accordance with established turnaround time
(b) Operation of a property management system that is fully IPSAS-compliant	Recognition by the Board of Auditors that the property management system is IPSAS-compliant

2. *Objective of the Organization*: To ensure efficient and effective procurement activities

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Best value, fairness, integrity and transparency in acquisition of good and services	(i) Increased percentage of clients responding to surveys who express satisfaction
	(ii) Reduction in the average number of weeks between the issuance of the bid instrument and the issuance of the contract award or purchase order
	(iii) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts
(b) Enhanced level of international competition	Increased number of eligible vendors from different regions of the world for tender invitations, supported by a single vendor database for the entire Secretariat
(c) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	Increased number of registered vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement, ensuring international competition in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

25.73 This subprogramme is the responsibility of the Office of Central Support Services. The focus will be on the following: (a) maintaining efficient and cost-effective travel and transportation services through best practices, as well as through close cooperation and benchmarking with other United Nations system organizations; (b) reducing the turnaround time for the provision of facilities services; (c) continuing to promote environmental sustainability in coordination with all departments and offices, in line with the Secretary-General's priority of responding to the threats of climate change, in order to deliver on his commitment to move the United Nations towards climate neutrality; (d) continuing to develop and share best practices within the United Nations system and continuously reviewing and improving procurement procedures and guidelines with the assistance of information technology, in particular electronic tendering and business intelligence available through Umoja and the centralized vendor sourcing portal, i.e., the United Nations Global Marketplace; (e) strengthening the capacity of procurement staff through the management and delivery of online procurement training courses and certification programmes to ensure the consistent application of and full compliance with established policy, procedures and best practices across the Organization; and (f) improving the management of assets by establishing Organization-wide frameworks in compliance with IPSAS and in line with Umoja.

Subprogramme 6
Information and communications technology operations (Nairobi)

Objective of the Organization: To enable the Organization's mandate implementation through coherent enterprise architecture, enterprise information communications technology systems and a service delivery model as well as a secure, coherent and resilient technology application hosting and infrastructure landscape

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened information security controls and processes	(i) Increased number of security updates and secure workstation configurations deployed
	(ii) Increased percentage of deployment and upgrading of security infrastructure components and capacity to prevent, detect and respond to cyberattacks
	(iii) Increased percentage of processes to review and validate security controls for public websites
(b) Harmonized technology landscape and reduced fragmentation	(i) Reduction of the number of local server rooms by consolidating them into regional data centres
	(ii) Increased ratio of the number of virtual servers to the number of physical servers to reach the target of 80 per cent

(c) Improved service delivery	(i) Increased network availability for voice and data services
	(ii) Improved client satisfaction level based on agreed service-level benchmark
(d) Improved support for enterprise applications	Increased percentage of overall user satisfaction rating

Strategy

25.74 The strategies for implementing the above objectives are as follows:

(a) Coordinate with other Secretariat entities across the region to comply with policies and procedures, standards and information security best practices;

(b) Further strengthen information security through the implementation of vulnerability management, continuous monitoring, the protection of classified information and related policies and procedures;

(c) Focus on supporting users of enterprise applications throughout the Secretariat as an enterprise service desk hub in the Regional Technology Centres;

(d) Translate the Organization's functional and operational requirements into the effective and efficient implementation of information and communications technology solutions with a focus on improving the management of information and resources;

(e) Identify service requirements and define commensurate delivery and support activities and structures;

(f) Define comparable levels of performance with industry benchmarks and monitoring performance.

Legislative mandates

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations
42/211	Implementation of General Assembly resolution 41/213
52/12 A and B	Renewing the United Nations: a programme for reform
55/231	Results-based budgeting
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change

59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/1	2005 World Summit Outcome
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report
61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
62/236	Questions relating to the proposed programme budget for the biennium 2008-2009
62/238	Special subjects relating to the proposed programme budget for the biennium 2008-2009
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
64/244	Programme budget for the biennium 2010-2011
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/247	Special subjects relating to the proposed programme budget for the biennium 2012-2013
66/248	Programme budget for the biennium 2012-2013
67/254 A and B	Special subjects relating to the programme budget for the biennium 2012-2013
68/245	Programme budget for the biennium 2012-2013
68/246	Questions relating to the proposed programme budget for the biennium 2014-2015
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015
68/248	Programme budget for the biennium 2014-2015
69/262	Questions relating to the programme budget for the biennium 2014-2015

69/263 A-C	Programme budget for the biennium 2014-2015
69/274 A and B	Special subjects relating to the programme budget for the biennium 2014-2015
70/247	Questions relating to the proposed programme budget for the biennium 2016-2017
70/248 A and B	Special subjects relating to the proposed programme budget for the biennium 2016-2017
70/255	Progress towards an accountability system in the United Nations Secretariat

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

General Assembly resolutions

57/307	Administration of justice in the Secretariat
58/268	Programme planning
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures
58/316	Further measures for the revitalization of the work of the General Assembly
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244
59/275	Programme planning
59/283	Administration of justice at the United Nations
59/313	A strengthened and revitalized General Assembly
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report

61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies
61/261	Administration of justice at the United Nations
61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
62/228	Administration of justice at the United Nations
63/253	Administration of justice at the United Nations
63/262	Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity
63/276	Accountability framework, enterprise risk management and internal control framework, and results-based management framework
64/259	Towards an accountability system in the United Nations Secretariat
65/251	Administration of justice at the United Nations
66/237	Administration of justice at the United Nations
67/241	Administration of justice at the United Nations
67/253	Progress towards an accountability system in the United Nations Secretariat
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015
68/254	Administration of justice at the United Nations
69/203	Administration of justice at the United Nations
69/272	Progress towards an accountability system in the United Nations Secretariat
70/112	Administration of justice at the United Nations
70/247	Questions relating to the proposed programme budget for the biennium 2016-2017

Subprogramme 2
Programme planning, budget and accounts

General Assembly resolutions and decisions

49/233	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

57/575	Results-based budgeting
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/234	Financial reports and audited financial statements, and reports of the Board of Auditors
60/257	Programme planning
61/233	Financial reports and audited financial statements, and reports of the Board of Auditors
61/235	Programme planning
62/223	Financial reports and audited financial statements, and reports of the Board of Auditors
62/224	Programme planning
63/246	Financial reports and audited financial statements, and reports of the Board of Auditors
63/247	Programme planning
64/229	Programme planning
64/268	Financial reports and audited financial statements, and reports of the Board of Auditors
65/243 A and B	Financial reports and audited financial statements, and reports of the Board of Auditors
65/244	Programme planning
66/8	Programme planning
67/235 A and B	Financial reports and audited financial statements, and reports of the Board of Auditors
67/236	Programme planning
68/20	Programme planning
68/246	Questions relating to the proposed programme budget for the biennium 2014-2015
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015
69/17	Programme planning
69/274 A and B	Special subjects relating to the programme budget for the biennium 2014-2015
70/8	Programme planning

70/247	Questions relating to the proposed programme budget for the biennium 2016-2017
70/248 A and B	Special subjects relating to the proposed programme budget for the biennium 2016-2017

Subprogramme 3
Human resources management

General Assembly resolutions

49/222 A and B	Human resources management
51/226	Human resources management
52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations
53/221	Human resources management
55/258	Human resources management
57/305	Human resources management
58/144	Improvement of the status of women in the United Nations system
59/266	Human resources management
60/238	Human resources management
61/239	United Nations common system: report of the International Civil Service Commission
61/244	Human resources management
61/262	Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda
61/274	Comprehensive proposal on appropriate incentives to retain staff of the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia
62/248	Human resources management
63/250	Human resources management
63/271	Amendments to the Staff Regulations
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011

64/260	Special subjects relating to the programme budget for the biennium 2010-2011
65/247	Human resources management
65/248	United Nations common system: report of the International Civil Service Commission
66/234	Human resources management
66/235	United Nations common system: report of the International Civil Service Commission
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/247	Special subjects relating to the proposed programme budget for the biennium 2012-2013
67/246	Questions relating to the programme budget for the biennium 2012-2013
67/254 A	Special subjects relating to the programme budget for the biennium 2012-2013
67/255	Human resources management
67/257	United Nations common system: report of the International Civil Service Commission
68/252	Human resources management
68/253	United Nations common system: report of the International Civil Service Commission
68/265	Mobility framework
69/251	United Nations common system: report of the International Civil Service Commission
70/244	United Nations common system: report of the International Civil Service Commission

Subprogramme 4
Support services

General Assembly resolutions and decisions

31/194	Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna
56/286	Strengthening the security and safety of United Nations premises
57/279	Procurement reform

57/304	Information and communication technology strategy
58/263	Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system
58/272	Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy
58/276	Outsourcing practices
58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes
58/278	Report of the Joint Inspection Unit on common and joint services of United Nations system organizations at Vienna
59/276	Questions relating to the programme budget for the biennium 2004-2005
59/288	Procurement reform
61/246	Procurement reform
61/251	Capital master plan
62/87	Capital master plan
62/269	Procurement reform
63/263	Questions relating to the programme budget for the biennium 2008-2009
63/268	Special subjects relating to the programme budget for the biennium 2008-2009, section III
63/270	Capital master plan
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
65/269	Capital master plan
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
68/246	Questions relating to the proposed programme budget for the biennium 2014-2015
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015
69/273	Procurement

69/274 A and B	Special subjects relating to the programme budget for the biennium 2014-2015
70/247	Questions relating to the proposed programme budget for the biennium 2016-2017
70/248 A and B	Special subjects relating to the proposed programme budget for the biennium 2016-2017

Subprogramme 5
Information and communications technology strategic management and coordination

General Assembly resolutions

52/12 A and B	Renewing the United Nations: a programme for reform
57/304	Information and communication technology strategy
59/275	Programme planning
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report
61/235	Programme planning
62/224	Programme planning
62/250	Support account for peacekeeping operations
63/247	Programme planning
63/262	Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity
63/269	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters
63/287	Support account for peacekeeping operations
65/259	Questions relating to the programme budget for the biennium 2010-2011
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/247	Special subjects relating to the proposed programme budget for the biennium 2012-2013
67/254 A	Special subjects relating to the programme budget for the biennium 2012-2013
70/248 A and B	Special subjects relating to the proposed programme budget for the biennium 2016-2017

Subprogramme 6
Information and communications technology operations

General Assembly resolutions

57/304	Information and communication technology strategy
58/272	Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy
63/262	Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity
63/269	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters
63/287	Support account for peacekeeping operations
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/247	Special subjects relating to the proposed programme budget for the biennium 2012-2013
67/254 A	Special subjects relating to the programme budget for the biennium 2012-2013
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015
70/248 A and B	Special subjects relating to the proposed programme budget for the biennium 2016-2017

Programme 26

Internal oversight

Overall orientation

26.1 The overall purpose of the programme is to enhance transparency and accountability and contribute to a high level of efficiency, effectiveness and goal fulfilment in the Organization. The Office of Internal Oversight Services exercises operational independence under the authority of the Secretary-General in the conduct of its duties, in accordance with Article 97 of the Charter of the United Nations. The Office has the authority to initiate, carry out and report on any action to fulfil its responsibilities with regard to its oversight functions. The Office assists the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization through monitoring, internal audit, inspection, evaluation and investigation.

26.2 The mandate for the programme is derived from General Assembly resolutions 48/218 B, 54/244, 59/272, 64/263 and 69/253, the Financial Regulations and Rules of the United Nations (ST/SGB/2013/4) and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). The Office coordinates closely with the United Nations Board of Auditors, the Joint Inspection Unit and the Independent Audit Advisory Committee in order to ensure effective and efficient oversight in the Organization.

26.3 The Office strives to achieve accountability and transparency by supporting the Organization as it endeavours to establish an effective and transparent system of accountability and to enhance its capacity to identify, assess and mitigate the risks.

26.4 To that end, the Office will: (a) propose measures to assist the Organization in establishing an internal control framework, including a risk management capacity; (b) provide independent information and assessments to assist effective decision-making; and (c) provide independent reviews of the effectiveness of the Organization. This will be accomplished through the issuance of timely, high-quality reports on inspections, evaluations, internal audits and investigations, fully in accordance with applicable international standards and with the mandates of the Office as approved by the General Assembly.

26.5 The Office assists the Organization in achieving better results by determining the factors affecting the efficient and effective implementation of programmes in accordance with, inter alia, internationally agreed sustainable development goals, including those contained in the 2030 Agenda for Sustainable Development (SDGs) and in the outcomes of the major United Nations conferences and international agreements since 1992. The Office also undertakes measures to support gender mainstreaming, including oversight of the United Nations gender mainstreaming efforts.

Subprogramme 1
Internal audit

Objective of the Organization: To improve the Organization's governance, risk management and control processes

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased contribution to the decision-making processes of Member States and enhanced ability of the Secretariat to take appropriate actions based on internal audits, to strengthen governance, risk management and control processes	(i) Increased number of references in resolutions and use of the Internal Audit Division's reports, including thematic reports, in the decision-making of Member States, including on internal controls, processes and risk management
	(ii) Increased percentage of programme managers who express satisfaction with the quality and usefulness of the Internal Audit Division's reports
(b) Improved levels of efficiency and effectiveness in the implementation of mandates and enhanced accountability by programme managers	(i) Increased percentage of audit recommendations accepted by programme managers relating to accountability, efficiency and effectiveness
	(ii) Increased percentage of audit recommendations implemented by programme managers

Strategy

26.6 The Internal Audit Division will continue, giving particular emphasis to quality assurance, the provision of methodological guidance and training for its staff, which should result in continued improvement in the quality, relevance and timeliness of its reports. The Division will also perform risk-based audits applying the International Standards for the Professional Practice of Internal Auditing to assist management in establishing and strengthening risk management, internal control and governance using a combination of assurance and advisory services. The Division will adapt its organization by reinforcing its capacity to meet challenges, such as the implementation of the enterprise resource planning system, enterprise risk management and major capital projects.

Subprogramme 2
Inspection and evaluation

Objective of the Organization: To strengthen accountability, learning, relevance, efficiency, effectiveness and impact in the implementation of programmes

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased contribution to the decision-making processes of Member States and enhanced ability of the Secretariat to take appropriate actions based on inspections and evaluations by the Office of Internal Oversight Services that assess the efficiency and effectiveness of programmes, thematic issues and self-evaluation capacities, the relevance of administrative procedures and the correspondence between the activities and the respective mandates	(i) Increased percentage of programmes and thematic inspections and evaluations that have been used by Member States to inform decision-making on efficiency and effectiveness in the implementation of programmes, the relevance of administrative procedures and the correspondence between the activities and the respective mandates
	(ii) Increased percentage of programme manager respondents who express satisfaction with the quality and usefulness of the reports of the Inspection and Evaluation Division

Strategy

26.7 The Inspection and Evaluation Division provides independent evaluative evidence to enhance the Organization's accountability and promote learning. Evaluations and inspections contribute to improved relevance, efficiency, effectiveness and impact of the United Nations. The Division will contribute to the decision-making of Member States and strengthen the ability of the Secretariat to take appropriate actions by providing timely, objective, credible and relevant information on the Organization's performance. In coordination with other divisions of the Office and oversight bodies as appropriate, the Division will conduct evaluations and inspections, with cyclical coverage of programmes on a risk-assessed basis, using a standardized and methodological approach to ensure the quality and usefulness of its reports. To provide quality assurance for Secretariat self-evaluation work, the Division will conduct a biennial review to provide Member States with reasonable assurances about the credibility and reliability of reported results.

Subprogramme 3
Investigations

Objective of the Organization: To enhance accountability through investigations of possible violations of rules or regulations, mismanagement, misconduct, waste of resources or abuse of authority

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved quality and timeliness of investigations to enable effective action to be taken in relation to misconduct	(i) Increased percentage of closure and investigation reports[a] that meet timeline targets
	(ii) Increased percentage of advisory and investigation reports for which processes for applying corrective measures commence within 12 months of the report issuance
(b) Increased awareness of United Nations personnel, including programme managers and others, to prevent or respond appropriately to misconduct	(i) Increased number of United Nations personnel responsible for investigations or investigation tasks who receive investigation training
	(ii) Increased number of cases reported to the Office by United Nations personnel

[a] An investigation report is a report in which misconduct has been substantiated. If misconduct is not substantiated, a closure report, not an investigation report, is issued.

Strategy

26.8 The Investigations Division investigates reports of possible misconduct and makes recommendations for appropriate action to promote accountability throughout the Organization. The Division conducts reactive investigations driven by reports of wrongdoing or misconduct submitted to it, and proactive investigations of high-risk operations.

26.9 The Division approaches issues of sexual exploitation and abuse in peacekeeping missions through cooperation with the Department of Field Support and mission personnel to form an overall response that emphasizes prevention, awareness and accountability. The strategy includes follow-up with troop- and police-contributing countries and military command. Economic fraud within the United Nations system is also targeted to promote accountability and safeguard the Organization's interests, assets and resources by limiting exposure to organizational risks.

26.10 The Division's direct responsibility ends with the release of an investigation report, but its work is part of a larger system of justice. As the Division's work is the entry point to that system, the quality and timeliness of the work is critical to the success of the system as a whole. The Division is considering ways to influence other parts of the system to increase the impact and value of investigations.

26.11 The Division's outreach services promote protection of the Organization's interests, assets and resources. The outreach services include advisory services to programme managers to encourage a preventative approach to wrongdoing and, in accordance with General Assembly resolution 59/287, the training of investigators outside the Office to improve the quality of first-response investigations and promote individual accountability, as well as awareness-raising activities aimed at informing United Nations personnel about the consequences of misconduct and the related mechanisms.

Legislative mandates

General Assembly resolutions

48/218 B	Review of the efficiency of the administrative and financial functioning of the United Nations
53/207	Programme planning
54/244	Review of the implementation of General Assembly resolution 48/218 B
57/292	Questions relating to the programme budget for the biennium 2002-2003
59/270	Reports of the Secretary-General on the activities of the Office of Internal Oversight Services
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolution 48/218 B and 54/244
59/287	Report of the Office of Internal Oversight Services on strengthening the investigation functions in the United Nations
60/1	2005 World Summit Outcome
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/257	Programme planning
60/259	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
61/245	Comprehensive review of governance and oversight with the United Nations and its funds, programmes and specialized agencies
61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
62/234	Reports of the Office of Internal Oversight Services and financing of the Procurement Task Force

62/247	Strengthening investigations
63/263	Questions relating to the programme budget for the biennium 2008-2009
63/265	Report of the Office of Internal Oversight Services on its activities
63/270	Capital master plan
63/276	Accountability framework, enterprise risk management and internal control framework, and results-based management framework
64/232	Report of the Office of Internal Oversight Services on its activities
64/263	Review of the implementation of General Assembly resolutions 48/218 B, 54/244 and 59/272
65/250	Report of the Office of Internal Oversight Services on its activities
66/236	Report of the Office of Internal Oversight Services on its activities
67/258	Report of the Office of Internal Oversight Services on its activities
68/21	Report on the activities of the Office of Internal Oversight Services
69/252	Report on the activities of the Office of Internal Oversight Services
69/253	Review of the implementation of General Assembly resolutions 48/218 B, 54/244, 59/272 and 64/263

Programme 27
Jointly financed activities

A. International Civil Service Commission

Overall orientation

27.1 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is also mandated, through Assembly resolutions 51/216, 52/216 and 67/257, to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall organizational reform and in the comprehensive review of the United Nations common system compensation package.

Objective for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To improve the regulatory framework for the conditions of service of the United Nations common system

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Decision-making by the General Assembly based on accurate and complete data	Percentage of the Commission's recommendations approved by the General Assembly
(b) Effective, flexible and simplified payment and benefits systems under the Noblemaire and Flemming principles that meet the requirements of organizations	Percentage of common system organizations satisfied with the pay and benefits system
(c) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classifications for the United Nations common system	(i) Reduction in the time between the request for surveys and the carrying out of cost-of-living surveys and in the number of duty stations reviewed for hardship and mobility classification
	(ii) 100 per cent completion rate per year of all requests for hardship classification of field duty stations (250 per year)
(d) Up-to-date daily subsistence allowance rate system	100 per cent completion rate with respect to updates to the subsistence allowance rate system

Strategy

27.2 To accomplish its objectives, the Commission's programme of work includes the following: (a) to develop further and to strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on the administration of such systems; and (e) to provide substantive support to Member States and common system organizations (including staff federations) in the reform and maintenance of a coherent and effective human resources management system that is more closely aligned with the achievement of organizational goals and objectives.

B. Joint Inspection Unit

Overall orientation

27.3 According to the statute of the Joint Inspection Unit (see General Assembly resolution 31/192, annex), the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds, and provide an independent view, through inspection and evaluation, aimed at improving management and methods and at achieving greater coordination among the organizations of the common system. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

27.4 In accordance with article 1 of its statute, the Unit shall perform its functions in respect of and shall be responsible to the General Assembly and, similarly, to the competent legislative organs of the organizations of the United Nations common system.

27.5 On the basis of its statute, the Joint Inspection Unit uses three management tools for the implementation of results-based management: its programme of work (article 9), its annual report (article 10) and its biennial budget (article 20). The programme of work is submitted as part of the annual report through which the Unit reports on its performance and which is assessed by the General Assembly.

27.6 In accordance with article 19 of its statute, the Unit is assisted by an Executive Secretary and by such staff as may be authorized in accordance with article 20 of the statute.

27.7 As established in the system of follow-up to the reports of the Unit, which was endorsed by the General Assembly in its resolution 54/16, in order for the Unit's reports to be thoroughly and effectively utilized by the legislative organs of participating organizations, it must issue recommendations that are specific, measurable, attainable, relevant and time-bound (SMART).

27.8 The secretariat of the Unit has an important role to play in assisting the Unit in this regard and in monitoring the degree of acceptance and implementation of the recommendations after they have been issued for disclosure in the Unit's annual report.

27.9 The present strategic framework reflects how the secretariat of the Unit supports the work of the Inspectors, and is focused on measuring the performance of the secretariat. It should be recalled, however, that, in accordance with General Assembly resolution 63/272, oversight is a shared responsibility of Member States, the organizations and the internal and external oversight bodies.

27.10 The expected accomplishments of the secretariat, set out below, have been drawn from the long- and medium-term strategic priorities of the Unit, as defined in its strategic framework for 2010-2019 (A/63/34, annex III), submitted for consideration to the General Assembly and acknowledged by the Assembly in paragraph 17 of resolution 63/272. In 2012, the Unit updated the strategic framework, as requested by the Assembly in its resolution 65/270 (see A/66/34, annex I). The following indicators are based on the revised long-term strategic framework.

Objective for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To improve the efficiency, effectiveness and relevance of the programmes and subprogrammes

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased ability of Member States and secretariats of participating organizations to make timely decisions that improve the efficiency, effectiveness and relevance of the programmes and subprogrammes	(i) Increased rate of acceptance of system-wide recommendations by legislative organs and by participating organizations aggregated over the previous three years
	(ii) Increased rate of implementation of accepted system-wide recommendations by the participating organizations and by the legislative organs, aggregated over the previous three years
(b) Improved capacity of participating organizations to ensure timely and informed consideration of the Unit's reports and recommendations by their respective legislative organs	Increased percentage of participating organizations providing updated information within the established deadlines by entering the information in the online web-based tracking system
(c) Increased awareness and visibility of the Unit's reports and notes	(i) Increased number of outreach products related to the issuance of the Unit's reports, notes and management letters (i.e., Unit website and Internet articles, newsletters, e-mail alerts and press releases issued per biennium)

(ii) Increased number of outreach activities related to the Unit's work (i.e., Unit focal point meetings, meetings with executive heads, report briefings to Member States, side events and report workshops organized per biennium)

Strategy

27.11 During the biennium 2018-2019, the work of the Unit is expected to benefit further from the results of the reforms implemented in previous years. As noted above, in its annual report for 2011 the Unit presented its revised long- and medium-term strategy (see A/66/34, annex I), which will determine the way the secretariat approaches its work, including: (a) the development of a more strategic approach to the selection of issues to be covered by the programme of work by actively engaging Member States, other oversight bodies, participating organizations and the United Nations System Chief Executives Board for Coordination (CEB) in the conceptualization of the programme of work and by staying abreast of major developments in key reform areas relevant to the work of the Organization: as requested by Member States, the programme of work will continue to focus on system-wide issues, aiming for consistency in strategic priority areas; (b) the strengthening of the follow-up system on the implementation of recommendations through the maintenance and further development of the Unit's web-based tracking system, as well as the development of key knowledge management and outreach strategies in order to ensure better use of the Unit's products; (c) the systematic and periodic review of the management and administration of participating organizations, which should allow the Unit to develop a system-wide overview and understanding of the performance of its participating organizations: such agency-specific reviews will also allow the identification of system-wide and systemic issues that need to be addressed in thematic reviews and evaluations; (d) the implementation of recommendations identified through the self-evaluation and peer review, undertaken during the biennium 2012-2013, of the Unit's activities in order to ensure that its work is based on state-of-the-art developments in the fields of evaluation, inspection and investigation; and (e) the enhancement of the capabilities of evaluation staff through appropriate training programmes in relevant areas of interest to the Unit: the strategic focus for such training will be on evaluation methodologies and investigation techniques and also in key areas of reform of the work of the United Nations.

C. United Nations System Chief Executives Board for Coordination

Overall orientation

27.12 CEB is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their respective mandates and in response to the decisions of intergovernmental bodies. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, assumed the mandate of the former Administrative Committee on

Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)) in 2001.[13] CEB has three pillars: the High-level Committee on Programmes, the High-level Committee on Management and the United Nations Development Group. The High-level Committee on Programmes supports policies, strategies and guidance for the United Nations system to meet emerging challenges relating to international cooperation and development. The High-level Committee on Management provides guidance on policies to, and promotes inter-agency cooperation and coordination among, the organizations of the system on administrative, management and security and safety issues of system-wide relevance and helps with the management of the common system of pay and benefits. The United Nations Development Group, which became the third pillar of CEB in 2008, is responsible for the coordination of country-level development operations. CEB, including the High-level Committee on Programmes and the High-level Committee on Management, is serviced and supported by a single, jointly financed secretariat, while support for the United Nations Development Group is funded separately.

27.13 During the biennium 2018-2019, the Board will continue to coordinate the activities of the United Nations system to support Member States in fully realizing and sustaining the implementation of internationally agreed development goals and the outcomes of United Nations conferences and international agreements, including the 2030 Agenda for Sustainable Development. It will deepen the understanding of and coordinate joint responses to high-priority global challenges, including those related to poverty eradication, sustainable development, climate change, humanitarian issues, preventing conflict and sustaining peace, the data revolution, and cybercrime and cybersecurity, in accordance with intergovernmental mandates; achieve the inclusive, purposeful mobilization of resources and capacities; enhance knowledge-sharing; and help to increase transparency and accountability. The Board will further strengthen the support of the United Nations system for the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; the Paris Agreement on climate change; the Programme of Action for the Least Developed Countries for the Decade 2011-2020 (Istanbul Programme of Action); and the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development. It will continue to actively support the mainstreaming of gender and youth perspectives into the design, implementation, monitoring and evaluation of the policies and programmes of the system, in accordance with intergovernmental mandates. In addition, the Board will continue its efforts to ensure the security and safety of United Nations system personnel, premises and assets, inter alia, by enhancing system-wide support for an effective and unitary security management system.

27.14 Through its High-level Committee on Programmes, CEB will continue to promote integrated solutions to the challenges of sustainable development, humanitarian action, peace and security, and human rights; maximize synergies among United Nations system organizations through joint actions; and foster system-wide normative and policy coherence in response to intergovernmental mandates. Enhancing the coherence and effectiveness of the contribution of the system to the realization of the implementation of the internationally agreed development goals, including the achievement of the Sustainable Development Goals and sustainable development, will remain a priority of the Committee. Concurrently, the Committee will continue to scan and identify emerging programme issues requiring a system-wide response and to support joint approaches, including by exploring new partnership models, on such priority issues as promoting peaceful, just and inclusive societies; preventing conflict and building resilience; water, energy and climate change; disaster risk reduction; migration and development; urbanization; gender and youth; and countries with special needs.

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[13] See Economic and Social Council decision 2001/321.

27.15 Through its High-level Committee on Management, CEB will further the cooperation among the United Nations system organizations in: advancing accountability and transparency; harmonizing human resources management practices, consistent with reforms approved by the governing bodies of member organizations; utilizing information and communications technology for better management and better programme delivery; and promoting best practices and lessons learned in the area of management through, inter alia, mutually recognized and increasingly harmonized business practices. In the area of human resources management, active collaboration will continue with the International Civil Service Commission and the organizations of the United Nations common system for the implementation of the decisions of the General Assembly following the completion of the comprehensive review of the United Nations system compensation package and on the harmonization of human resources practices and procedures. In the financial and budgetary areas, there will be continuing emphasis on: sustaining compliance with the International Public Sector Accounting Standards (IPSAS) throughout the system; expanding the common treasury services initiative; and furthering the development of financial and budgetary best practices. In the area of information and communications technology, attention will remain on strengthening the ability of agencies to, efficiently and in a coordinated fashion, address cybersecurity challenges, respond to calls for the coordinated use of enterprise resource planning systems and support the inter-agency coordination of the use of data and analytical capabilities.

27.16 The secretariat of CEB will continue to provide efficient and effective support in full compliance with the decisions adopted by Member States, including by ensuring that the discussions of CEB and its subsidiary machinery are supported by sound analytical material; supporting the Board and its subsidiary mechanisms in developing the structure, content and organization of their sessions; developing analysis and information to assist CEB in gaining greater understanding of possible duplication and overlap of activities in specific areas; and assisting the Board in developing a system-wide methodology for different agencies working on the same issues. The secretariat will also facilitate the regular and structured flow of information to United Nations system organizations and to Member States and the general public on inter-agency decisions, statistics on system-wide resources, policies and practices, and major trends and developments of concern to the system as a whole. The engagement of CEB with intergovernmental bodies, in particular the Economic and Social Council, and of the CEB secretariat with the Committee for Programme and Coordination will continue during the biennium 2018-2019.

Objective for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To leverage the collective capacity of the organizations of the United Nations system to deliver better results in response to intergovernmental mandates and emerging challenges

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced impact of intergovernmental mandates through improved coordination and coherence among United Nations system organizations	(i) Number of joint or complementary activities and/or system-wide initiatives developed under the auspices of CEB, its high-level committees and their networks to improve coordination and coherence on programmatic, operational and management issues, such as joint programmatic and management policies and approaches, and system-wide statements, strategies and preparations for and follow-up to major United Nations conferences and summits
(b) Improved delivery of intergovernmental mandates through increased efficiency and effectiveness of United Nations system organizations	Number of joint or complementary activities and/or coordinated system-wide initiatives developed under the auspices of CEB, its high-level committees and their networks to increase efficiency and effectiveness, such as common administrative procedures and practices, models, standards, guidelines and operational arrangements
(c) Improved decision-making by United Nations system organizations and Member States through enhanced data- and knowledge-sharing	Number of joint or complementary activities and/or coordinated system-wide initiatives implemented under the auspices of CEB, its high-level committees and their networks to enhance data accessibility and knowledge-sharing among United Nations system organizations and with Member States, such as the development of data sets, shared platforms, knowledge repositories, publications and websites
(d) Informed decision-making by Member States and the organizations of the United Nations system in relation to sustaining compliance with IPSAS	(i) All information on IPSAS standards is provided on time for consideration by the organizations of the United Nations system for the purpose of sustaining compliance with IPSAS
	(ii) All information on IPSAS compliance (post-implementation) by organizations of the United Nations system is reported on time to Member States

Strategy

27.17 During the biennium 2018-2019, the two High-level Committees, in support of CEB, will actively engage the organizations of the United Nations system within a joint framework to pursue strategic actions for the promotion of global, regional and country-level coherence within the work of the United Nations system and on management and administrative issues to enhance the capability of the organizations of the common system through the coherent and coordinated use of resources, capacities and knowledge. The High-level Committee on Programmes will focus on promoting greater synergy in the policies and programmes of the organizations of the United Nations system in order to enhance their overall impact in helping countries to meet the internationally agreed development goals, including those set out in the 2030 Agenda for Sustainable Development. The United Nations Development Group will continue to promote coherence and coordination with regard to country-level operations. The High-level Committee on Management will utilize its functional networks on finance and budget, security, human resources, information and communications technology, procurement and legal and medical-related issues to disseminate best practices, modern management approaches and partnerships in all areas of management. As necessary, the three subsidiary mechanisms will draw on inter-agency networks, task forces, working groups and clusters to strengthen linkages between the normative and operational work of the system.

27.18 With regard to sustaining IPSAS compliance by the United Nations system organizations, the system-wide IPSAS team will focus on: (a) facilitating information-sharing and supporting organizations in sustaining IPSAS compliance, including support on specific technical issues and the monitoring and coordination of accounting/reporting diversity, through website and e-mail communication and reports and meetings; and (b) supporting input into and understanding of changes to IPSAS through the monitoring of developments, the formulation of submissions on draft standards, attendance at IPSAS Board meetings and the timely provision of information on such developments to the organizations of the common system.

Legislative mandates

A. International Civil Service Commission

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission
51/216 and 52/216	United Nations common system: report of the International Civil Service Commission

B. Joint Inspection Unit

General Assembly resolutions

31/192	Statute of the Joint Inspection Unit

50/233, 57/284 A and B, 58/286, 59/267, 60/258, 61/238, 62/226	Joint Inspection Unit
62/246	Report of the Joint Inspection Unit for 2007 and programme of work for 2008
63/272	Report of the Joint Inspection Unit for 2008 and programme of work for 2009
64/262	Report of the Joint Inspection Unit for 2009 and programme of work for 2010
65/270	Report of the Joint Inspection Unit for 2010 and programme of work for 2011
66/259	Joint Inspection Unit
67/256	Joint Inspection Unit
68/266	Joint Inspection Unit
69/275	Joint Inspection Unit

C. United Nations System Chief Executives Board for Coordination

Economic and Social Council resolutions and decisions

13 (III)	Coordination Committee
2001/321	Further consideration of the annual overview report of the Administrative Committee on Coordination

General Assembly resolutions

62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
62/277, 63/311 and 64/289	System-wide coherence
66/8, 67/236, 68/20, 69/17 and 70/8	Programme planning
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Programme 28

Safety and security

Overall orientation

28.1 The purpose of the programme is to provide leadership, operational support and oversight of the United Nations security management system, as established by the General Assembly in its resolution 59/276 and subsequent resolutions.

28.2 The overall objectives of the programme are: (a) to enable United Nations activities by ensuring effective and timely responses to all security-related threats and emergencies; (b) to ensure effective risk mitigation through coordinated security risk management methodology, including a threat and risk assessment mechanism implemented in cooperation with authorities of host countries; and (c) to continue to develop best-practice security policies, standards and operational procedures across the United Nations system, including the appropriate degree of standardization, and to support their implementation and monitor compliance.

28.3 Recognizing that sharing ideas, experiences, opportunities and costs is the only way to reduce vulnerability and maximize resources, the Department of Safety and Security will achieve its mission through an integrated and interdependent organizational approach by working with all the United Nations system agencies, funds and programmes, under the umbrella of the Inter-Agency Security Management Network.

28.4 The work of the Department will be implemented under three subprogrammes: security and safety coordination, regional field operation coordination and field support. The change from two subprogrammes to three is proposed to better reflect the strategies and objectives, as well as the programmes and services that the Department delivers. For the period 2018-2019, the Department will continue to focus on enhancing the coordination of the United Nations security management system; ensuring the continuing formulation and implementation of policies and procedures for the security and safety of United Nations personnel and their eligible dependants, visitors, delegates, premises and assets; and consolidating, harmonizing and promulgating common policies, standards and operational procedures. The Department will continue to support the systematic determination by the United Nations system of the criticality of its programmes, especially in high-risk environments, in order to augment the security risk management approach followed by the United Nations security management system. The Department will continue to improve its security analysis capability and foster Member State collaboration. The Department will continue to lead in coordinating the activities of the United Nations system security and safety network. The Department will continue to examine measures to strengthen both human and financial capacity available in the Department in order to facilitate rapid response to security incidents and emergencies and to enhance crisis management within the United Nations system security and safety network.

Subprogramme 1
Security and safety coordination

Objective of the Organization: Staff members, delegates, visiting dignitaries and other visitors on United Nations headquarters premises and regional commissions conduct activities in a safe and secure environment

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved physical security and safety at United Nations headquarters locations and regional commissions	(i) Increased level of compliance with headquarters minimum operating security standards
	(ii) Decreased number of unauthorized entries to United Nations premises
(b) Improved coordination of the close protection of senior United Nations officials	Increased percentage of United Nations official travel notifications assessed and coordinated
(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions	All updates and testing of crisis, evacuation and contingency plans as required by the administrative phase at the duty station are fully complied with at all duty stations

Strategy

28.5 This subprogramme is the responsibility of the Division of Headquarters Security and Safety Services. The Division will provide strategic guidance and direction to the Security and Safety Services to support the programmes of the United Nations system. These Services provide round-the-clock security to the relevant premises and will continue to enhance the security and safety of the United Nations environment by: (a) increasing the level of preparedness for managing crisis and emergency situations; (b) coordinating the standardization of safety and security policies and monitoring their implementation; (c) implementing and complying with headquarters minimum operating security standards; (d) enhancing coordination of security- and safety-related efforts with the host country authorities; (e) enhancing security awareness among delegations and staff; (f) improving crisis and emergency response efficiency at United Nations headquarters locations and regional commissions; and (g) increasing the level of professionalism of security and safety personnel through the provision of specialized training, which will also maximize the utilization of officers for multiple specialized security roles. The Division will ensure that all United Nations personal protection operations are delivered in a systematic and coordinated manner.

Subprogramme 2
Regional field operation coordination

Objective of the Organization: United Nations programmes, staff members of the United Nations system, associated personnel and eligible dependants receive appropriate security responses, where applicable, enabling them to carry out activities in a safer and more secure environment

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved safety and security arrangements for the United Nations	(i) Increased percentage of approved security risk assessments endorsed by the Division of Regional Operations
	(ii) Increased percentage of residential security measures approved by the Division of Regional Operations or the Under-Secretary-General
(b) Enhanced preparedness for contingencies and crisis situations and response to security incidents	(i) Increased percentage of security plans endorsed by the Division of Regional Operations
	(ii) Timely activation of crisis management and crisis response system
	(iii) Timely deployment of assistance/support to the United Nations Security Management Team in crisis-affected countries where security exigencies develop suddenly or where security expertise is not available

Strategy

28.6 The strategy for implementing the subprogramme will focus on strengthening safety and security arrangements by: (a) coordinating safety and security issues among the organizations of the United Nations system; (b) monitoring the implementation of security and safety policies; (c) developing security requirements for new missions as well as for special, regular and emergency operations; (d) maintaining oversight throughout the security risk management process in order to provide support where required or requested; (e) updating security and safety modalities and operating procedures, and developing crisis-management response plans, capabilities and procedures; (f) coordinating with the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for their missions in the field; and (g) strengthening cooperation with the host country regarding the safety and security of staff members, facilities and equipment of the United Nations system. Additional efforts will focus on enforcing the accountability and responsibility of designated officials, field security officers and other participants within the framework of the mechanism of accountability. Efforts will also be made to increase the number of security management teams that undertake joint country planning as well as the number of United Nations agencies, funds and programmes that include cost considerations in their planning and delivery of programmes.

Subprogramme 3
Field support

Objective of the Organization: All United Nations personnel and all relevant actors within the United Nations receive safety and security knowledge and skills, as well as advice for safe air travel at all duty stations and reduced critical-incident stress

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened capacity of staff of the United Nations system to cope with critical-incident stress	(i) Increased percentage of staff and their families in the high-risk duty stations in the field that receive stress-management training
	(ii) Increased number of United Nations and partner counsellors trained in critical-incident stress management in emergency settings
	(iii) Increased percentage of affected United Nations staff who receive emotional first aid and psychological damage control following reported critical incidents
(b) Strengthened capacity among the United Nations security management system, managers (designated officials, security management team members) and United Nations personnel	Increased percentage of United Nations security system managers, security personnel and personnel who have completed mandatory security training programmes
(c) Improved capacity to locate staff and to provide members of the security management system with relevant security information	(i) Increased percentage of United Nations personnel and eligible dependants can be located at any given time at all United Nations locations worldwide
	(ii) Increased percentage of United Nations staff members with responsibilities in the security management system have access to the information management tools provided by the Department on the www.unsmin.org website, including the safety and security incident recording system, United Nations premises database, security risk management e-tool, cost share budget system, travel request information process, travel advisory and directory
(d) Enhanced information on air travel safety to all United Nations security management system personnel	Improved timeliness of services and advice relating to the suitability and use of air operators worldwide to assigned air travel focal points and Department of Safety and Security professionals

Strategy

28.7 The strategy for the subprogramme focuses on creating conditions to minimize security-related incidents by: (a) translating security and critical-incident stress training standards into a coherent training programme for all participants in the United Nations security management system; (b) conducting regional workshops and seminars on security and safety issues and stress management; (c) developing and updating training materials, taking into account gender-specific issues; (d) providing counselling services to staff exposed to critical-incident stress; and (e) developing tools to ensure that all United Nations staff members with responsibilities in the United Nations security management system have access to information needed to perform their security functions.

Legislative mandates

General Assembly resolutions and decisions

54/192	Safety and security of humanitarian personnel and protection of United Nations personnel
55/468	Security arrangements at the United Nations Office at Geneva
56/255, sect. VIII	Special subjects relating to the proposed programme budget for the biennium 2002-2003: safety and security of United Nations personnel
56/286	Strengthening the security and safety of United Nations premises
57/567	Inter-organizational security measures: framework for accountability for the United Nations field security management system
59/211	Safety and security of humanitarian personnel and protection of United Nations personnel
59/276, sect. XI	Questions relating to the programme budget for the biennium 2004-2005: strengthened and unified security management system for the United Nations
60/123	Safety and security of humanitarian personnel and protection of United Nations personnel
61/263	Strengthened and unified security management system
65/132	Safety and security of humanitarian personnel and protection of United Nations personnel
67/85	Safety and security of humanitarian personnel and protection of United Nations personnel
68/101	Safety and security of humanitarian personnel and protection of United Nations personnel

Security Council resolutions

1502 (2003)	Safety and security of humanitarian personnel and protection of United Nations and associated personnel

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